



### ***Cadre Managers Attend Workshop***

About 200 people attended the Disaster Reserve Workforce Division's (DRWD) Cadre Management Workshop on March 2-5 — to hear about new and ongoing initiatives in hiring, training and credentialing FEMA's 8000 Reserve employees.

In opening remarks at the meeting, held at the Emergency Management Institute (EMI) in Emmitsburg, MD, DRWD Director Donna M. Dannels said her team "is working to create a streamlined, standardized hiring process for Reservists across all regions." She also stated that the Disaster Reserve is very well positioned to support pre-disaster training in FY 2010.

Conference participants attended three workshops on Credentialing. They provided an overview of the program, details about the process, a on the roles and responsi-

demonstration of the migration software tool and discussion abilities of Cadre Managers in completing the migration.

Other workshops concentrated on Reserve Recruitment and Policy (Conditions of Employment and Strategy).

Recruitment sessions focused on future plans for proactively advertising and recruiting to fill specific positions.

The sessions on Conditions of Employment generated many comments from Cadre Managers on the procedures used when the FEMA Administrator declares a period of "extraordinary circumstances." Under that clause in the Conditions of Employment, which all Reservists sign, employees must make themselves "available" in ADD — or provide a valid reason why they aren't, with appropriate documentation .

The Strategy workshops addressed proposals on leave and compensation issues.

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### ***New DRWD Regional Liaisons Chart Roles***

*Michael Kundu, R10 DRW Liaison*

FEMA's 10 regional Disaster Reserve Workforce (DRW) liaisons met at Headquarters in February to discuss their roles and task assignments, and to take part in interactive briefings on DRWD's planned initiatives for the coming calendar year.

The two-day agenda focused on a skills-based national workforce (outcome-based credentialing), the emergence of a web-enabled upgrade of the ADD deployment system, initial dialog on a national recruitment strategy for the DRW, and items related to sick leave and telework for Reservists.

A significant portion of the discussion focused on standardization of the hiring process.

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## *The Administrator's Corner*



*Nancy Ward, FEMA  
Acting  
Administrator*

One of the areas we have focused on during the transition to the new Administration is Readiness: ensuring the Agency maintains its ability to execute its mission when requested.

While all of us should expect and be prepared for new plans from a new administration, I do not believe there will be a change in how we are modifying FEMA's Reserve Program. We continue to move forward to transform our Reserve workforce to one that is consistently skilled and prepared.

DRWD is working hard on these initiatives and they are getting widespread support from Congress. I want to assure you that leadership supports the changes needed to professionally prepare our disaster workforce.

On a personal note, I want to express my appreciation to Donna Dannels for her 26 years of dedicated service to FEMA, and wish her well in retirement. She has made numerous, lasting contributions to the Agency over the years, and did so with a passion, commitment and concern for others that will be missed.

Phil Nowak, Donna's deputy, will serve as the Acting Director. I know that he and DRWD as a whole are well prepared for the challenges ahead.

## *Letter from Donna M. Dannels, DRWD Director*

To Our Reservists,

One year ago this month, the Disaster Reserve Workforce Division (DRWD) had its formal 'coming out' to cadre leadership at the Cadre Management Workshop at EMI. Since then, we have taken a number of big steps forward that will provide you with more training and advancement opportunities, and give the agency a consistently strong front line workforce.

We are on track to implement a comprehensive, pre-disaster readiness training program. We initiated the development of Agency-wide credentialing plans, and will begin 'migrating' our existing workforce to this new framework.

This past year, a House committee approved a bill for Reservist access to health benefits. While the bill was not voted on by the full House, creation of the bill itself was a notable development. With our partners in the Human Capital Division, we began to address the technology issues that must be resolved in order for Reservists to accrue sick leave. We secured holiday/administrative leave pay for deployed Reservists, ensured that the annual cost of living increase took effect in the first pay period of 2009, and coordinated the Agency-wide consideration of Reservists for annual cash awards.

We established a number of communications pathways - a mailbox, a web portal accessible to Reservists outside the Agency firewall, a newsletter,

'brown bag' teleconferences, and compilation of a distribution list of Reservists' personal email addresses - all designed for a two-way exchange of information.

I've endeavored to keep you in the loop.

The workforce transformation in play is a win for the Agency and a win for you.

Now that you, I and many others have placed this on a winning track, I can responsibly announce my upcoming retirement from FEMA, effective March 31.

I have worked closely with Phil Nowak my deputy, the DRWD management team and leadership from across the Agency to ensure our initiatives are long-lasting. I am completely confident in this leadership team's willingness to go the distance for you and for this program.

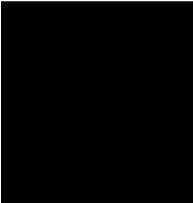
Our work - your work - is far from done, but the momentum in the program is substantial and accelerating!

A single-minded focus on a robust, professionalized workforce has long been overdue, and lasting, meaningful change does not come easy. Thanks to the commitment and support of the entire Agency, the Disaster Reserve Workforce is headed unalterably forward in the right direction. The future looks bright. Thank you for letting me share in the transformation!



*Donna M. Dannels,  
DRWD Director*

## DRWD Welcomes!



*Tracy Haynes,  
Deployment  
Branch Chief*

Tracy Haynes, a 22-year FEMA veteran, joined the Disaster Reserve Workforce Division (DRWD) as Chief of the Deployment Branch in January 2009.

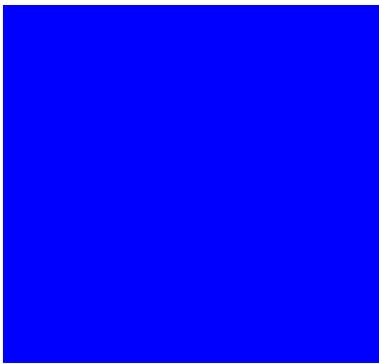
Before joining DRWD, Mr. Haynes worked in the National Preparedness Directorate's National Integration Center. As a Branch Chief, he led the day-to-day review and rewrite of the National Response Framework and managed the Title IX Private Sector Preparedness Program.

Mr. Haynes began his career at FEMA as an emergency management specialist intern.

For 18 years, he worked for the Disaster Assistance Directorate, primarily with the Individual Assistance Program.

He also spent 10 years in management positions at the National Processing Service Center.

His extensive knowledge and FEMA experience have made him an ideal addition to the DRWD leadership team.



## *Disaster Generalists and "Surge Capacity"*

*Marsha Clark, DRWD Surge Capacity Force Branch Chief*

When a disaster exceeds the number of normally available resources to respond, FEMA relies on what is known as "surge capacity" to obtain additional workers. These additional workers either come from an **external** surge resource, or from an **internal** surge resource.

While the Post Katrina Emergency Management Reform Act authorizes FEMA to draw on other federal agencies for disaster workers (external surge), FEMA's primary internal surge resource is the Disaster Generalist Group.

Generalists supplement the disaster workforce during catastrophic or multiple events, serving in Applicant Services, Community Relations, and Debris Monitoring. Before we reach out for external surge forces, DRWD first reaches into its Generalist Group.

FEMA's Generalist Group — established in late 2006 under the (then) Response Division, but now managed by DRWD's Surge Capacity Section — represents a unique capability within the Agency's mission.

One of the FEMA "urban legends" is that Generalists do not have same status as other reservists. That is FALSE! Generalists have the **exact same** status as other reservist. FEMA now counts 1,342 Generalists among its 7,945 Disaster Reservists.

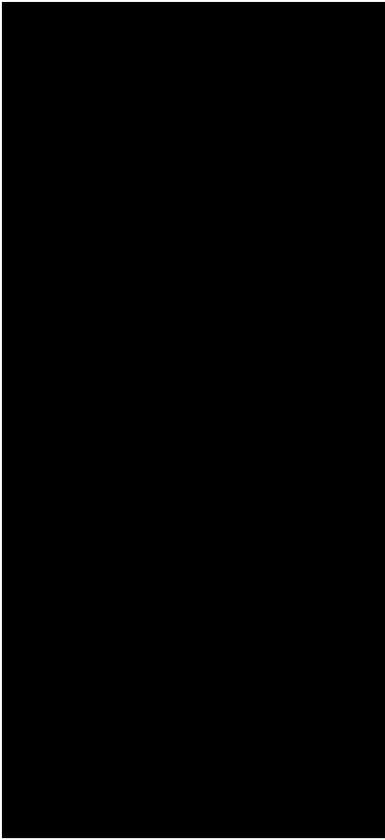
During 2008, Generalists deployed for response and recovery operations in Iowa and Missouri floods, as well as Hurricanes Fay, Gustav, Hannah and Ike.

Training for Generalists remains a concern for DRWD.

After providing entry level training for 1,800 Generalists in 2006, training for Generalists primarily occurs online or at Joint Field Offices.

DRWD's Readiness Branch is working with the Emergency Management Institute and the cadres to implement a training and credentialing plan for all reservists. This initiative will include overviews of multiple programs and job titles to allow for utilization of Generalists in a variety of positions.

*Note: Online training for all new Reservists will soon be available via the DRWD portal – IS 101 Deployment Basics: Federal Disaster Workforce Readiness.*



## Program Management Branch



*Layne Smith  
Branch Chief*

The Resources and Planning Section of the Disaster Reserve Workforce Division (DRWD) is in place and aggressively working to support you through the numerous required avenues of planning, budgeting, funding and staffing.

Strengthening and advancing our Disaster Reserve Workforce Program requires solid operational planning and funding.

Obtaining and applying “resources” is a vital key to our success. These resources can take the form of programmatic funding and financial benefits to Reservists.

Ron Charter, the Planning and Resources Section Chief, is working to strengthen our new national program. He and his staff are crafting proposals for Reservists to have parity on health insurance and holiday, sick and administrative leave. They are also working on adequate budget planning for funding, pay adjustment support, staffing support, awards, training and incentive programs — as well as Reservist representation at agency discussions.

The staff members of the Program Management Branch and Planning and Resources are working daily to ensure that you are heard. You have our full support.

## PIV II Smartcards Coming to FEMA

Personal Identity Verification Mandated by Homeland Security Directive

FEMA is issuing Personal Identification Verification II (PIV) Smartcards to all employees, including Reservists, and contractors in an effort to be compliant with Homeland Presidential Security Directive 12 (HSPD-12).

The cards are currently being issued in the National Capital Region, but the program will expand to regional offices later this year. Depending on funding, regional offices should receive the new cards this summer. Disaster Reservists should begin receiving cards at the end of 2009 or early in 2010.

Reservists will be issued cards at disaster sites and at training facilities yet to be

determined. Disaster Reservists should **not** go to regional offices to get new cards unless prompted by the Region. Local hires are anticipated to receive Facility Access Badges, valid for their current assignment

The PIV II Card, unlike the old PIV I badge, electronically verifies the cardholder’s identity to provide a higher level of security when used for physical access to facilities or access to information systems.

The cards support technical interoperability among different Federal agencies that use HSPD-12-compliant PIV Cards.

Current FEMA PIV I badges are still valid until they expire or new cards are distributed.

### Duration of Temporary Assignments 50-Week Rule

FEMA’s policy is that Reservists will not be assigned to a single temporary work location away from their respective homes for a time period greater than 50 consecutive weeks.

Performing temporary duty in a single location for a period exceeding one year may cause travel reimbursement payments to be included in an employee’s income for tax purposes.

For more information, read FEMA Policy No. 1-05, September 30, 2005.

### E-Mail List for Reservists Who Aren’t Deployed

DRWD is creating an e-mail distribution list to make workforce information available to Reservists who are not deployed.

Information will include news flashes, newsletters, agency surveys, policy, program and cadre updates.

If you would like to be added to this list, send your personal e-mail address with full name, region or affiliation to:

[FEMA-DRWD-Program@dhs.gov](mailto:FEMA-DRWD-Program@dhs.gov)

**Please put “E-mail Participation” in the subject line.**

## Readiness Branch



*Paul Geiger,  
Branch Chief*

The Readiness Branch has developed an annual process for Disaster Generalists to be considered for transfer to other cadres.

All Generalists should have received a letter providing direction on how to submit their resumes, and a list of cadres to which Generalists may apply.

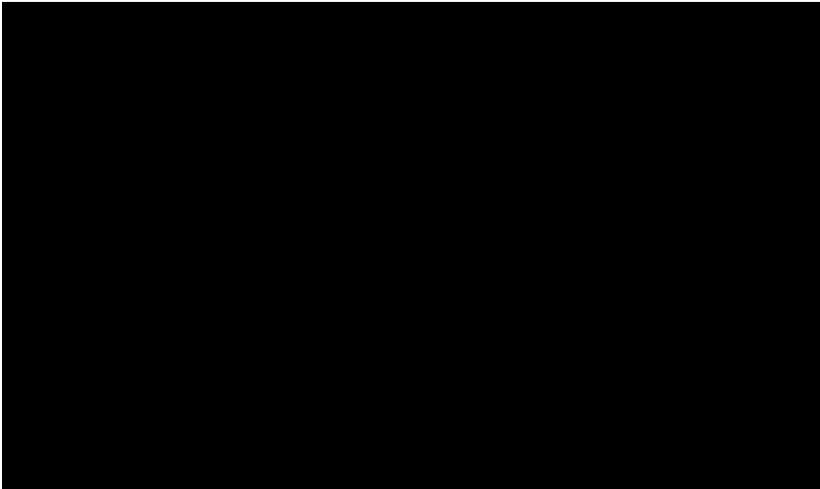
This year the application deadline is March 31st.

Generalists should submit their resumes by email to [Joseph.b.white@dhs.gov](mailto:Joseph.b.white@dhs.gov).

Starting April 1, the Readiness Branch will compile applicant resumes on CDs organized by cadre. The CDs will be forwarded to HQ Cadre Managers and the DRWD Liaisons to distribute to Regional Cadre Managers. Cadre Managers will have until the end of April to forward the names of personnel they would like to transfer to their cadre.

Transfer paperwork will be processed by DRWD's Readiness Branch by June 1, 2009.

Generalists who are not transferred to another cadre will remain in the Generalist group — and will receive a letter informing them of that decision. They may apply for a transfer to another cadre during next year's "open season."



### *DRWD Regional Liaisons*

(Continued from Page 1)

"We're attempting to standardize and automate the current Reservist hiring process agency-wide to expedite the hiring of new employees," stated Deployment Branch Chief Tracy Haynes.

DRWD is currently initiating an aggressive effort to recruit

additional Reservists by hurricane season 2009.

"The efforts of the liaisons to assist with the development and implementation of this coordinated recruitment strategy will be crucial," said DRWD Director Donna M. Dannels.

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### *Cadre Managers Meet*

(continued from Page 1)

Cadres held their own breakout sessions. One group suggested holding monthly conference calls to share ideas.

In closing the conference, Dannels said DRWD accomplished its agenda for the meeting, "sharing information, listening and learning." She suggested Cadre Managers "spread the message" with their Regional Administrators and others.

Albert B. Sligh, Jr., Assistant Administrator for Management, noted that "the effort to professionalize the Reservist workforce is a high priority at FEMA."



*DRWD Deputy Director Phil Nowak presents Donna Dannels with a gift featuring an image of "Hurricane Donna," and includes the inscription: "DONNA — A force to be reckoned with" How true!*

## Deployment Branch

Tracy Haynes, Branch Chief

### Managing Our Workforce

With a regular workforce of just 4,000 full-time employees, FEMA relies on its Disaster Reserve Workforce (DRW) to meet the Agency's critical missions of reducing the loss of life and property, and protecting the nation from all hazards.

In the deployed environment, Reservists perform nearly all of the same tasks as full-time staff.

The Disaster Reserve Workforce Division (DRWD) supports the DRW through a centralized framework that strengthens force readiness; coordinates the direction, deployment, and management of workforce resources; and supports the design of professional development of the DRW.

As Chief of the Deployment Branch, I am responsible for Agency workforce deployment throughout the nation.

I am also assuming oversight for development and implementation of a Reservist recruitment strategy and standardization of the Reserve hiring process throughout FEMA.

I look forward to working with national and regional staff to help ensure that we have an all-hazards Reserve workforce.

## Multiple Agency Surveys Solicit Input

### BEST Survey

In December and January, Reservists were among the many agency employees who completed the Building Engagement, Strengths, and Talent (BEST) Workforce Initiative survey – the first step of a five-year initiative to build a better FEMA. The survey gave all employees a chance to identify FEMA's strengths and weaknesses as a workplace.

Completing the survey was just the beginning of the BEST Workforce Initiative.

This quarter, leadership will release the results of the survey at the agency and the DRW/Reservist level. Some Reservists will be asked to participate in "impact planning" sessions to discuss the survey findings, develop plans for change and help put those plans into action. All Reservists will learn how FEMA plans to organize and implement changes based on their feedback.

To learn more about the BEST Workforce Initiative, talk to DRWD leadership, email [FEMA-BEST-Workforce-Initiative@dhs.gov](mailto:FEMA-BEST-Workforce-Initiative@dhs.gov), or go to the BEST Workforce page on the FEMA Intranet (<http://online.fema.net/human-capital/best-workforce.shtm>)

### Disaster Ops Survey

The Disaster Ops Division has developed surveys to allow Reservists to express their opinions on matters such as the

deployment process, training opportunities and other aspects of working in the field.

Many Reservists took the opportunity to make comments. Some of the findings of the survey on deployment were: The majority of Reservists felt they are given adequate notice to deploy (88%) and speak with their point of contact (87%) before deploying. Nearly 93% of respondents said they were able to easily find the Joint Field Office upon their arrival.

Disaster Ops will continue to distribute surveys over the next few months.

If you have any questions, please contact Angela Hubbard at [angela.hubbard@dhs.gov](mailto:angela.hubbard@dhs.gov).

[FEMA-EA-DisasterOPS-Cadre-Mgt@dhs.gov](mailto:FEMA-EA-DisasterOPS-Cadre-Mgt@dhs.gov)