

# FEMA Agency-Wide Disaster Workforce Credentialing Plan

**Date: April 2009**

Includes Suggested Upgrades and Information from the December 2008 Credentialing Tabletop, March 2009 Cadre Manager's Workshop and FAQs, and the 2009 Regional Credentialing Visits and FAQs



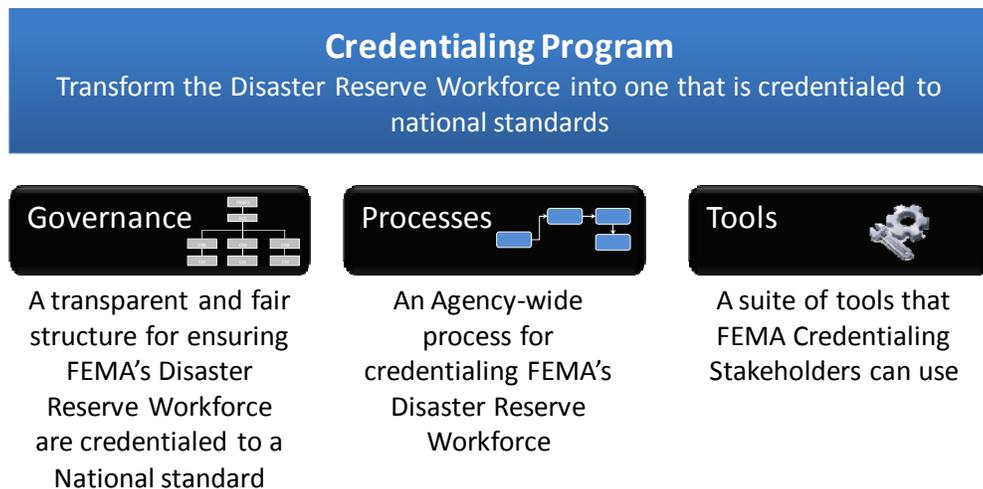
**FEMA**

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## ***Executive Summary***

Historically, credentialing of the Federal Emergency Management Agency’s (FEMA) Disaster Workforce has not been standardized across the Agency. Each of the Agency’s Cadres and ten Regions had its own approach for determining the proficiency of a Disaster Workforce member and for determining which tasks the Surge Capacity Force (Disaster Workforce) member was qualified to execute. As a result, FEMA was challenged to deliver services that were consistent in quality and efficiency from disaster to disaster, and Region to Region.

Attempts to implement a standard credentialing program were historically isolated to specific Cadres or Regions and were not uniform across the Agency. To help address this challenge, FEMA launched the Disaster Reserve Workforce Division (DRWD) in 2008. A key aspect of DRWD’s mission is to assist in the credentialing and deployment of Disaster Workforce members from FEMA’s full-time workforce and Disaster Workforce; a workforce that at the time numbered over 8,000 members. In June 2008, DRWD launched the Agency-wide credentialing effort, which resulted in the creation of FEMA’s Credentialing Program. The Credentialing Program (hereafter referred to as the Program) is responsible for the design and implementation of a plan to credential FEMA’s Disaster Workforce. The Program is made up of cross-representative governing bodies, processes, plans and tools that, when successfully implemented, will transform the Disaster Workforce into one that is measured against and classified by national standards. This means that for all Cadres and Regions, there is a standard governance approach, consistent processes and common tools for recruiting and training. Ultimately, this will ensure FEMA is better able to utilize personnel with the specific skill-sets needed to execute various general and technical jobs within an organization. The vision for the Program is a highly integrated, standardized, clear, and effective organization that is driving FEMA towards a culture of professional excellence.



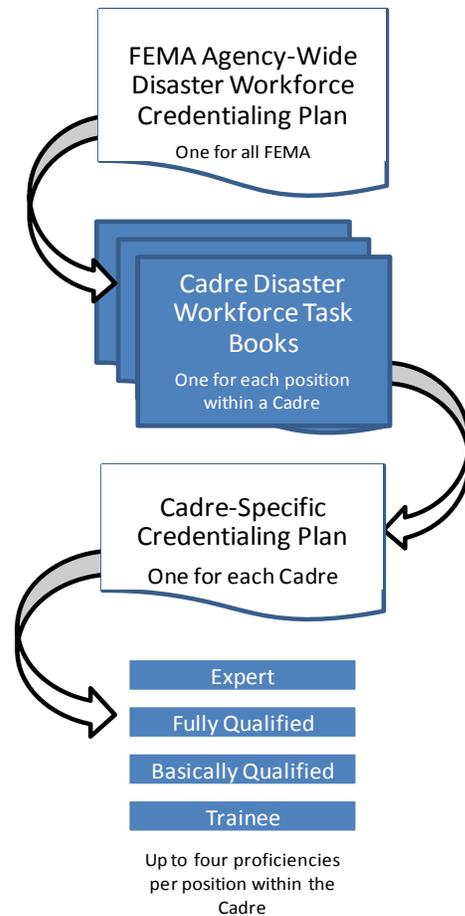
**Figure 1: FEMA’s Credentialing Program Overview**

This document is the FEMA Agency-Wide Disaster Workforce Credentialing Plan <sup>1</sup> (AWP). It is the highest-level document within the Program and describes the Program’s governing bodies, processes, plans and tools to which all Cadre must adhere and comply.

The Program is managed by DRWD, and is governed by the Executive Credentialing Committee (ECC), the Cadre Review Board (CRB) and the Cadre Managers. Together, these four groups ensure that all Disaster Workforce members are fairly and accurately credentialed against defined standards.

This AWP contains the required processes that all Cadres must implement in order to ensure FEMA applies a consistent and fair process to credential each Cadre member.

In addition to the AWP, each Cadre must develop a Cadre-Specific Plan (CSP), unique to its roles within FEMA’s Disaster Workforce. Requirements outlined in the AWP, as well as any Cadre-specific requirements, govern the creation of each CSP. The CSP categorizes all the proficiencies and requirements associated with each position in that Cadre by proficiency level (Trainee, Basically Qualified, Fully Qualified and Expert). Proficiencies and requirements are developed in support of the Cadre’s Disaster Workforce Position Task Books (Task Books). Each proficiency level assigned to a position has a unique set of training, certifications and experience requirements that a Cadre member must achieve in order to attain credentialing at that level.



**Figure 2: Credentialing Document Taxonomy**

<sup>1</sup> This AWP is National Incident Management System (NIMS) compliant and applies to any individual working in the capacity of a FEMA Disaster Workforce position title.

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## ***Document Overview***

### **Document Purpose**

The purpose of this document is to establish a standardized FEMA framework for credentialing members of FEMA's Disaster Workforce.

### **Document Application and Scope**

This document applies to all Disaster Workforce members (member) who hold a FEMA Disaster Workforce position title are engaged in the performance of duties in support of FEMA's disaster operations under that title. Members who are determined to have met the standards outlined in this document, and the associated CSPs, are considered qualified to perform in their position during a disaster.

## ***Introduction***

### **Background**

Historically, credentialing of the FEMA Disaster Workforce has not been standardized across the Agency. For years, successful credentialing at FEMA had been isolated, non-uniform, and uneven across the Agency's Disaster Workforce Cadres and ten Regions. As a result, FEMA was challenged to efficiently deliver services that were consistent in quality from disaster to disaster, and Region to Region. This resulted in media criticism, Congressional hearings, Government Accountability Office and Office of Inspector General reports, and mixed feedback from communities and disaster victims.

To improve the Agency's ability to fulfill its mission, DRWD launched an Agency-wide credentialing effort in June of 2008 to ensure that FEMA's Disaster Workforce has a thoroughly documented plan for credentialing its members, and that its members get credentialed under such a plan. This AWP ensures the Agency's Disaster Workforce meets national standards and is capable of executing assigned tasks in a professional and consistent manner during disaster operations.

### **What is Credentialing**

Credentialing is an evidence-based system that defines levels of proficiency for all of FEMA's Disaster Workforce position titles, and then monitors and evaluates whether individuals meet the professional work performance standards required to execute the tasks associated within a position's proficiency level.

Credentialing ensures that during the time of a disaster FEMA has prepared and qualified staff to execute its mission. If successfully implemented, the Program will provide governance, processes and tools for recruiting, training and utilizing personnel with the specific skill-sets needed to execute various general and technical jobs within an organization.

Credentialing will also enable FEMA to more accurately train and manage current and prospective Disaster Workforce members. This will ensure FEMA's Disaster Workforce members meet specific requirements and possess the knowledge, skills and abilities (KSAs) needed to successfully execute their assigned positions.

FEMA's credentialing will not result in a certification, license or badge. However, it will provide:

1. A clear career progression for Disaster Workforce members to advance in their positions within the Agency
2. Workforce management visibility needed to more accurately identify training gaps and needs
3. A uniform system of governing bodies, processes and tools to ensure fair and equitable assessment of Disaster Workforce members

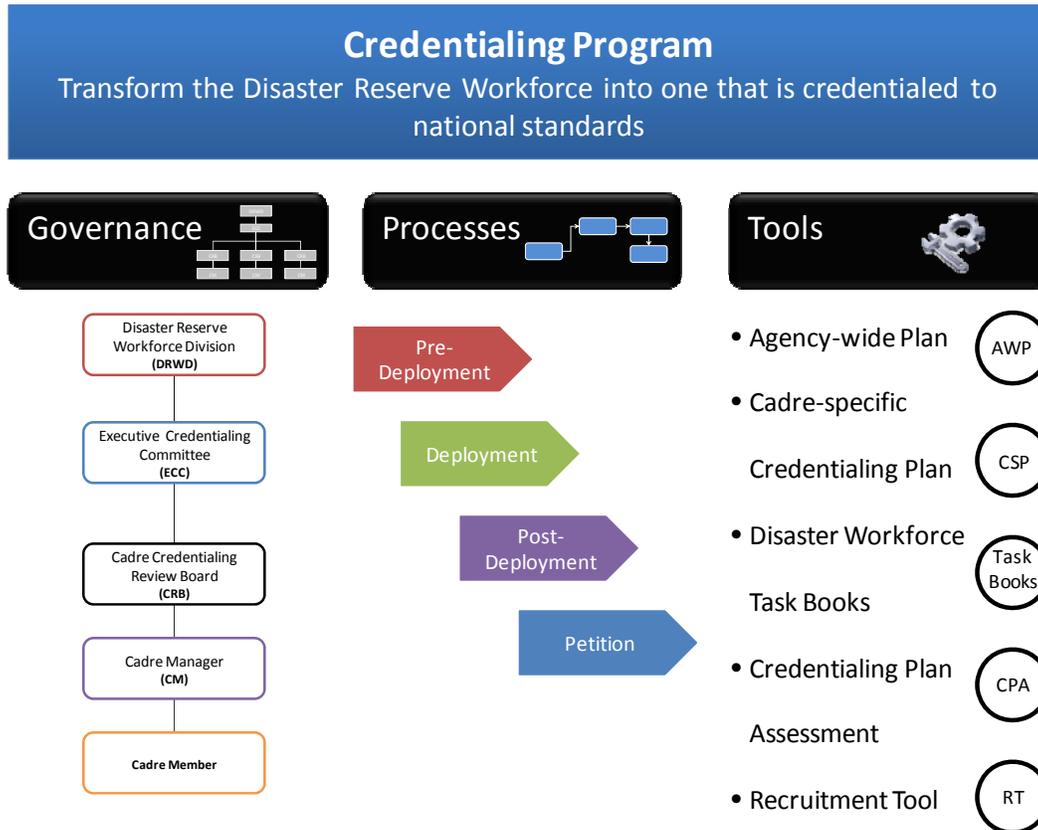
### **Vision**

By 2011, the Program will be implemented. As a result, FEMA will transform its Disaster Workforce into one that is credentialed to national standards supported by a highly integrated,

standardized, clear, and effective program that drives the Agency towards a culture of professional excellence.

## FEMA's Credentialing Program

The Program is responsible for the design and implementation of a plan to credential FEMA's disaster workforce. The Program is made up of cross-representative governing bodies, processes, plans and tools that, when successfully implemented, will transform the Disaster workforce into one that is credentialed to national standards.



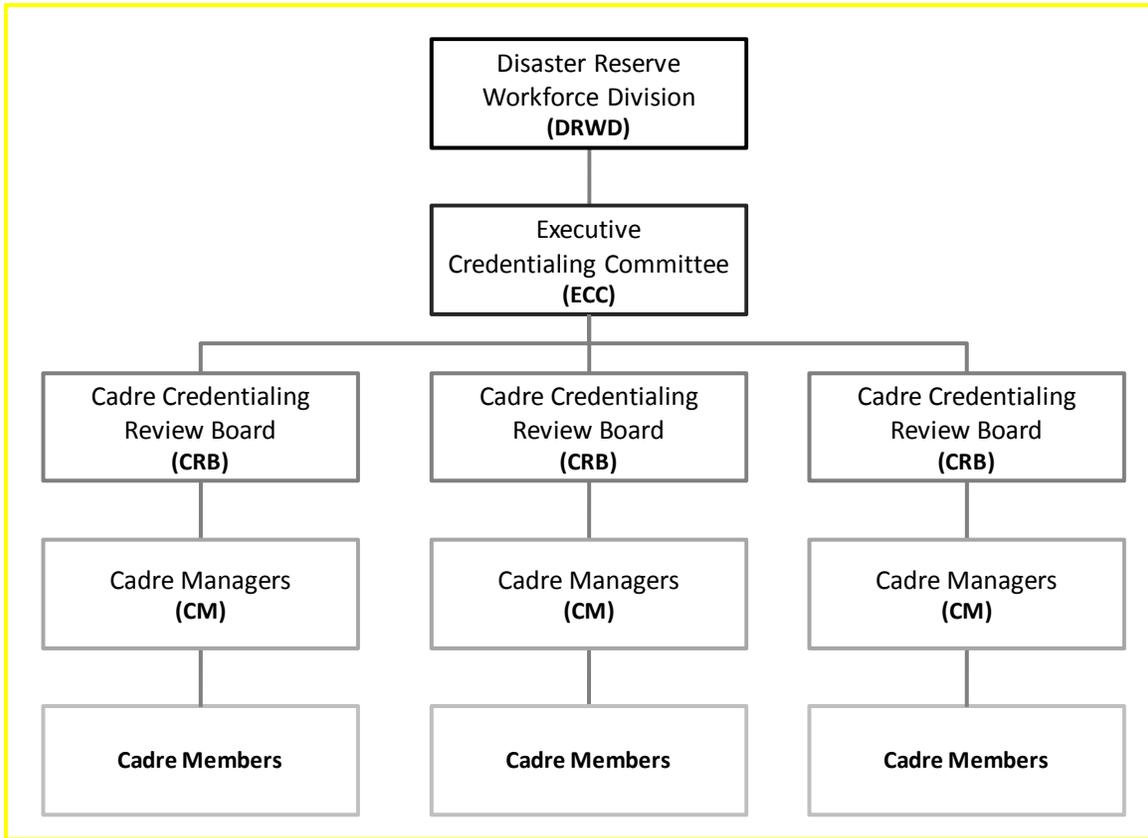
**Figure 3: Credentialing Program Components**

The Program is managed out of the DRWD, and is governed by the ECC, the CRB and the Cadre Managers. Together, these four groups ensure that all Cadre members are fairly and accurately credentialed.



**Governance**

The governing bodies that oversee FEMA’s Credentialing Program are illustrated in Figure 4.



**Figure 3: FEMA’s Credentialing Governance**

**Roles and Responsibilities**

The following roles and responsibilities apply to the Program.

***Disaster Reserve Workforce Division***

DRWD is a division within FEMA’s Management Directorate. DRWD oversees the entire Agency-wide credentialing process, establishes and maintains the credentialing governance, monitors the implementation and efficacy of the AWP and the CSPs, and appoints members to the ECC and CRBs. DRWD also serves as the final tier of decision authority during credentialing petitions. DRWD is not directly involved in credentialing operations as they relate to individuals except as the final decision making body when Disaster Workforce members petition for advancement from the Fully Qualified proficiency to the Expert proficiency or when Command

and General Staff petition an ECC decision. DRWD has Agency-wide oversight of the Disaster Workforce and the Program.

### ***Executive Credentialing Committee***

The ECC is composed of senior FEMA officials who have qualified knowledge and understanding of the work the Disaster Workforce teams and individuals perform under a variety of conditions and circumstances. ECC members serve two year terms. The ECC functions at a national level, and there is one ECC in the Program.

The ECC is responsible for reviewing and making decisions on requests for credentialing of Expert Command and General Staff personnel by reviewing CRB recommendations for Expert promotions. They also participate in petition judgments for Disaster Workforce members looking to advance from the Basically Qualified proficiency to the Fully Qualified proficiency.

### ***Program Head***

#### ***Credentialing Review Board***

The CRB is composed of Cadre members with subject matter expertise in the position being reviewed. CRB members are appointed by the Program Head and serve two year terms. The CRB functions at a national level, and there is one CRB per Cadre in the Program.

The CRB reviews and confirms the Cadre Manager's recommendation for credentialing from Basically Qualified to Fully Qualified, and recommends to the ECC Cadre members moving from Fully Qualified to Expert in Command and General Staff positions. They also participate in petition judgments for Disaster Workforce members looking to advance from Trainee to the Basically Qualified proficiency.

#### ***Cadre Manager***

Cadre Managers (both national and Regional) are responsible for ensuring members are deployed appropriately based on their proficiency level. CMs are also responsible for seeing that their members have equal opportunities to access the training and deployment experience needed to advance from one proficiency type to another within positions. Cadre Managers are appointed by their area's respective Program Heads.

It is the responsibility of the Cadre Manager to assign an initial position and proficiency level to deployed members, instruct members on the credentialing process, and review each member's credentialing plan at least every six months to determine if the member meets the criteria for advancement to the next proficiency level.

If the member is a Trainee (the base proficiency level with the fewest requirements) and meets the criteria for advancement, the Cadre Manager has the authority to advance the member to the Basically Qualified proficiency. If the member is Basically Qualified or Fully Qualified and meets the criteria for advancement, the Cadre Manager must recommend advancement to the CRB.

#### ***Disaster Workforce member***

Members have the primary responsibility of ensuring their Credentialing Portfolios are complete and accurate. Member are responsible for creating Professional Development Plans (PDPs) and

keeping all required documentation for licensing, certification, training and work experience in their portfolios.

Managing their own advancement within their Cadres is the responsibility of the members. They must know the credentialing requirements for each proficiency level in their assigned positions, as well as the training, experience and certifications that are needed to advance to the next proficiency level. Members are required to take all required FEMA training, deploy to the field when requested, complete all field assignments, and update and manage their portfolios. Advancement to higher proficiency levels is ultimately the responsibility of the members. Ensuring advancements are done in a fair and transparent way is the responsibility of the Credentialing Governance bodies, the oversight of which ultimately rests with DRWD.

## **Other Key Credentialing Roles**

### ***Disaster Supervisor***

The Disaster Supervisor is responsible for observing the task(s) being performed by members under their supervision, and giving a fair and honest assessment of the members' performances in the Task Book Assessment portion of that member's Deployment Performance Appraisal. The Disaster Supervisor should review the member's PDP to understand which areas of performance the member is seeking to improve and ensure the member has an opportunity to execute those tasks. Following the completion of a disaster, the Disaster Supervisor must complete the Task Book Assessment portion of the Deployment Performance Appraisal and send it to Human Resources. The Disaster Supervisor should provide feedback to the disaster member on their performance along with any recommendations, if necessary, about areas for improvement.

### ***Human Resources***

Human Resources (HR) is responsible for forwarding Deployment Performance Appraisals to the Cadre Manager for the purpose of evaluating field work as part of the credentialing process.

### ***Credentialing Support Team***

Cadre Managers, on a regular basis, must communicate with all members under their supervision so they are able to maintain a credentialed workforce. To ease the burden of this additional workload, administrative positions as well as office automation may be used to maintain records on members and document progress against position and proficiency assignments. Agency-wide office automation is under development and administrative support needs are being addressed, but ultimately it is the responsibility of the Cadre Managers to ensure that standards for appropriate credentialing of their workforce are upheld.

### ***Credentialing Information Technology***

Office automation will ease the burden of making frequent credentialing decisions. When database management software becomes available Agency-wide, this guidance will be updated to include instruction on the application of automation in the process. To ensure proper credentialing, it will be imperative that members' records are accurately maintained and entered into a common database. Any changes to training or work experience requirements for each position and proficiency level will also require updates in the software application. Automation is no substitute for a Cadre Manager's judgment of a member's readiness to work at a disaster in an appropriately credentialed position at a particular proficiency level.

## ***Credentialing Proficiency Levels***

### **Overview of Credentialing Proficiency Levels**

A member is credentialed in a position based on established position criteria. These criteria include training, education, exercises, formal mentoring, and job experience. Depending upon the criteria met and the proficiency demonstrated through those criteria, a Cadre member will be given the designation of one of four possible credentialed levels per position: Trainee, Basically Qualified, Fully Qualified, and Expert (increasing, respectively, in proficiency).

A member who is new to a Cadre will initially enter as a Trainee. Contingent upon successful completion of FEMA- and Cadre-specific training, as well as (in most cases) the completion of at least one disaster assignment, the Trainee will be assigned a higher proficiency level (i.e., Basically Qualified, Fully Qualified, or Expert) commensurate with experience and qualifications. In order to advance to a subsequent level, members must meet all requirements of their current proficiency level. The following are general descriptions of each proficiency level beginning with Expert, the highest proficiency level.

#### ***Expert (E)***

A small percentage of members may expect to attain the Expert proficiency level. Expert members are at the highest proficiency level, and have a superior understanding of their subject areas. Experts are generally capable of performing required tasks with no supervision, and can typically coordinate with Regional and national counterparts to ensure effective accomplishment of job tasks and mission assignments. Advanced position-specific training may be needed to carry out the full range of roles and responsibilities at the Expert proficiency level. Experts should be able to provide oversight and mentoring to Trainee, Basic and Fully Qualified positions relative to their job positions. It is expected that, in most Cadres, approximately 5 to 10 percent of the workforce will attain this level at any given time.

#### ***Fully Qualified (FQ)***

Fully Qualified members can generally perform their jobs with limited or no supervision. They are considered fully proficient in their performance of the tasks associated with their positions, per their Position Task Books, and should compose the majority of the workforce within each Cadre. It is expected that all Disaster Workforce members will aspire to this level of proficiency; the ultimate goal of FEMA is to have a primarily Fully Qualified Disaster Workforce. Fully Qualified personnel will often serve as mentors to Trainee and Basically Qualified Cadre members.

#### ***Basically Qualified (BQ)***

Not quite at the Trainee level, but not capable of operating autonomously at the Fully Qualified level, Basically Qualified members have met through training and experience the elementary-level knowledge, skills, abilities, experience, and other qualifications required of their positions. They are expected to perform their tasks with direct oversight and guidance from more fully qualified personnel. In most cases they can expect to receive mentoring and direction from qualified personnel who can help them assess job accomplishments and provide direction on how to improve upon their position-related knowledge, skills, and abilities.

### ***Trainee (T)***

Members at the Trainee level are usually new to the FEMA Disaster Workforce, their Cadres, or the disaster positions in which they are working and may have little to no understanding of how FEMA operates during mission assignments. They are expected to perform their tasks with direct oversight and guidance from more fully qualified personnel. Although they may enter the Workforce with previous position-related experience, they will only be assigned a higher proficiency level for credentialing purposes after they have successfully completed FEMA- and Cadre-specific training requirements for attaining a Basically Qualified or higher credentialing level.<sup>2</sup> These may include completing training and experiences that allow the members to fully understand FEMA's mission, goals, and functions, as well as the role of the Cadre.



### ***Agency-Wide Credentialing Processes and Procedures***

This section provides an overview of the credentialing process. The process applies to all Disaster Workforce members and must be followed in conjunction with any additional processes outlined in the Cadre-Specific Plans.

### **Step-by-Step Credentialing Process**

The following process maps detail the four phases of the credentialing process that all Cadre-Specific Plans must adhere to at a minimum.

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<sup>2</sup> Not all disaster positions have the four proficiency levels. For example, in some positions, members may move directly from Trainee to Fully Qualified, or may have no Expert level associated with them.



Pre-  
Deployment

***Pre-Deployment***

Process Map 1 describes the steps each credentialing stakeholder performs during the pre-deployment phase (i.e., the period prior to being assigned to a disaster). This phase begins with a newly hired member entering into the credentialing process and ends with the member preparing to deploy.



Deployment

***Deployment***

Process Map 2 describes the steps each credentialing stakeholder performs during the deployment phase. This phase begins with a member being assigned to a disaster and ends with the member successfully completing his assignment.



Post-  
Deployment

***Post-Deployment***

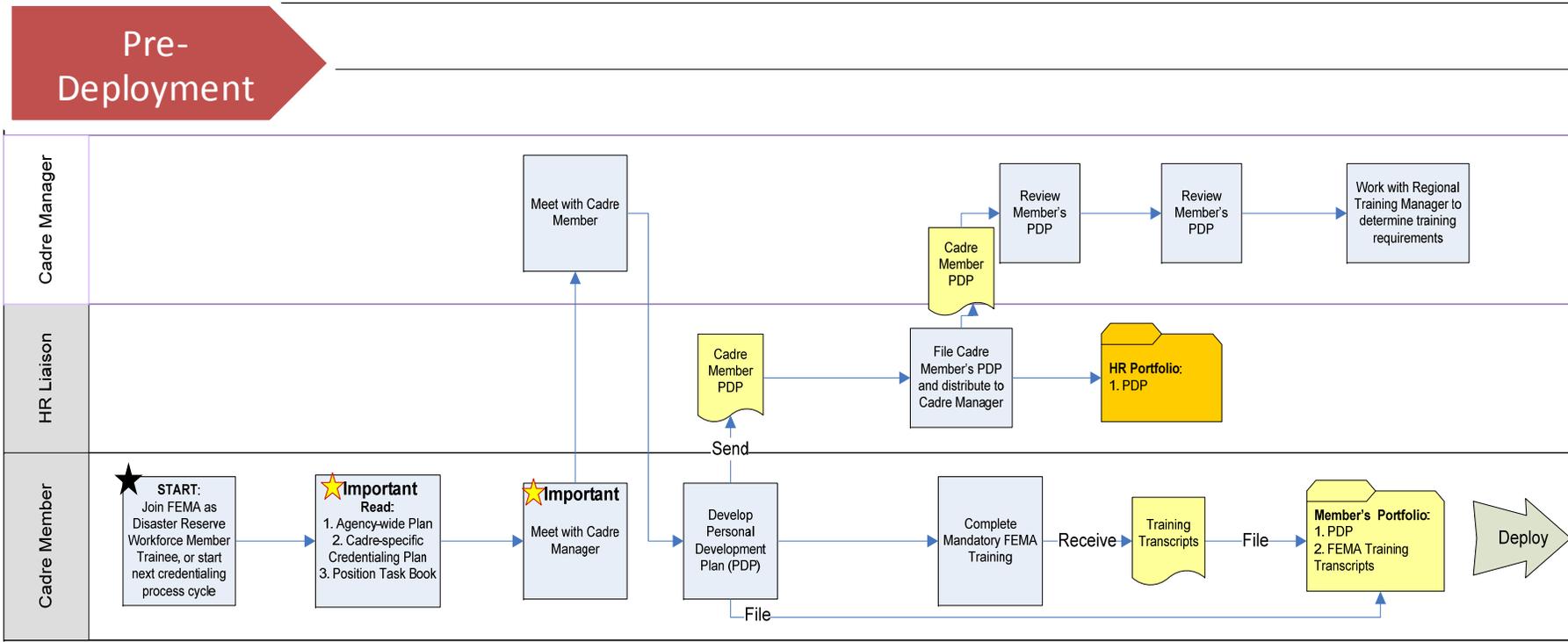
Process Map 3 describes the steps each credentialing stakeholder performs following a disaster assignment. This phase begins with the Cadre Manager completing the Credentialing Plan Assessment, and ends with either a re-deployment or petition.



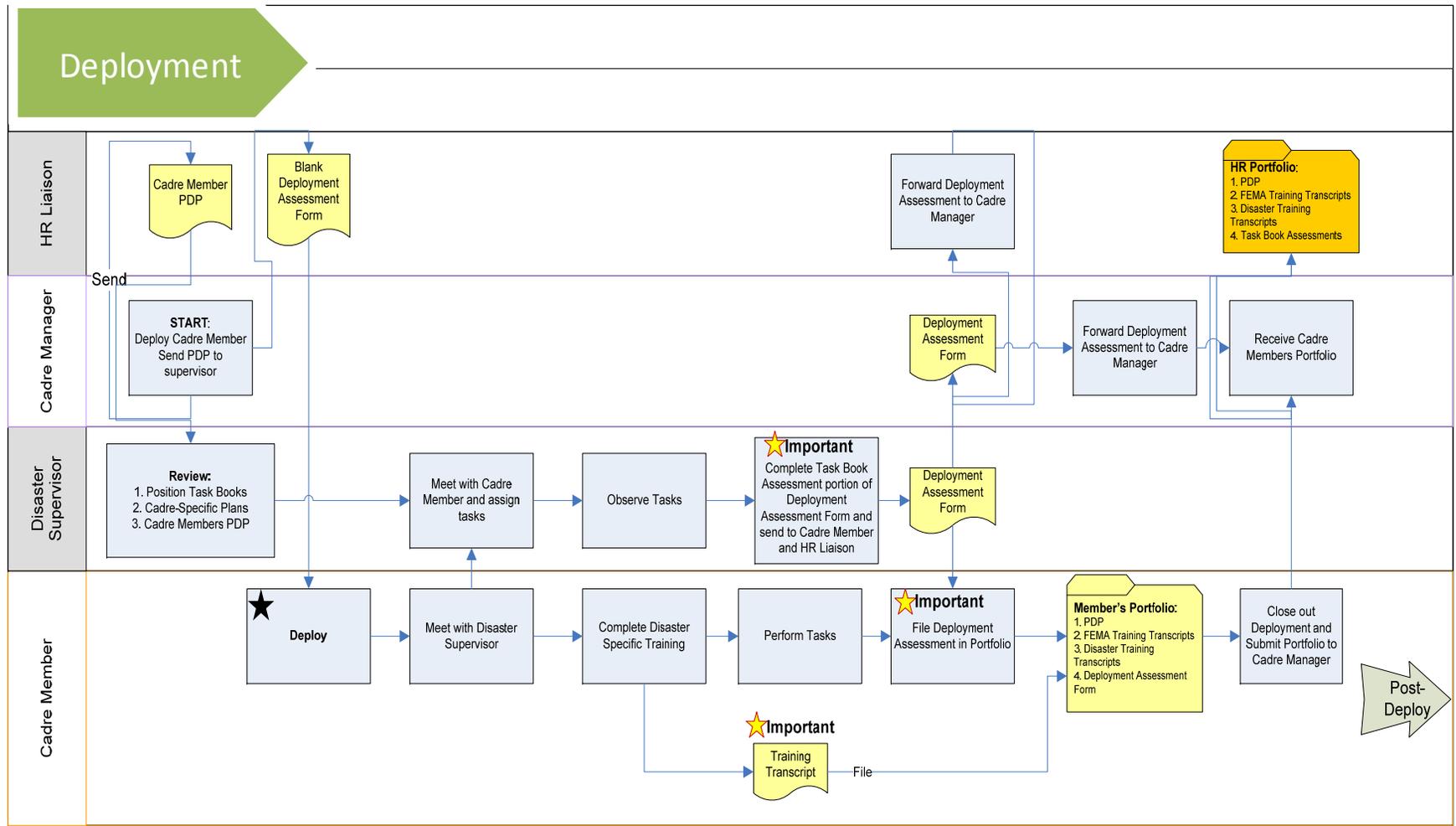
Petition

***Petition***

Process Map 4 describes the steps each credentialing stakeholder performs during a petition, when necessary. This begins with a member completing a petition form, and concludes with the appropriate governing body's decision of the petition outcome.

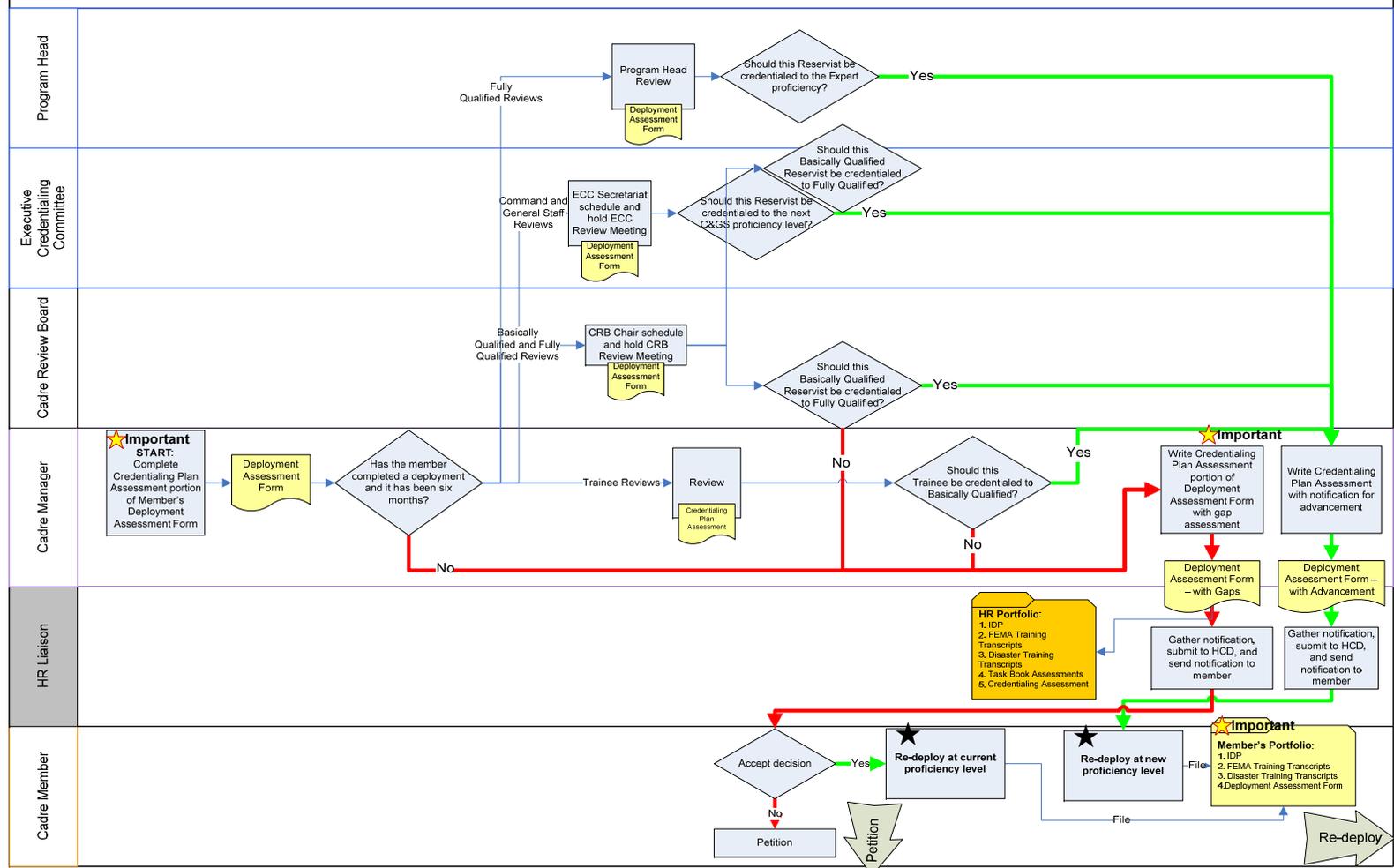


**Process Map 1: Pre-Deployment**

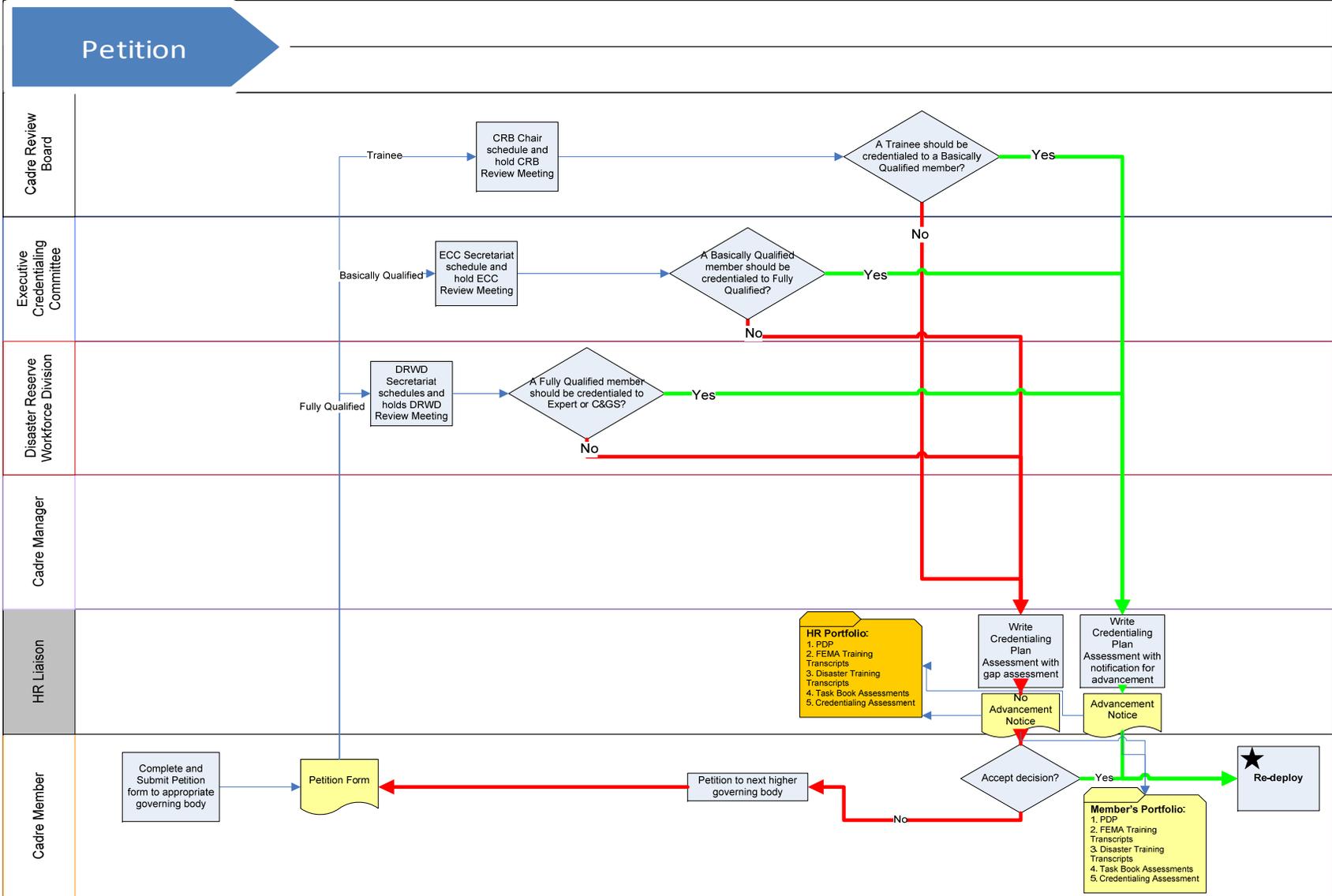


Process Map 2: Deployment

# Post-Deployment



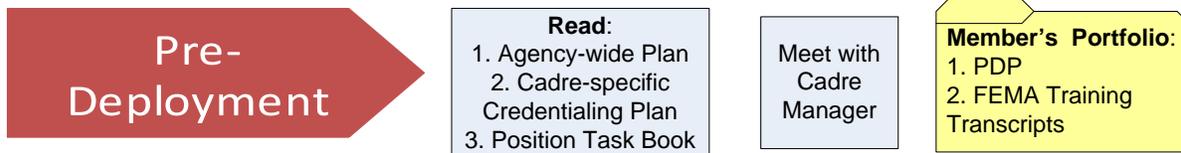
Process Map 3: Post-Deployment



Process Map 4: Petition

## *Detailed Credentialing Process: Roles and Responsibilities*

### **Disaster Workforce Members**



Upon official entry into the Disaster Workforce, the new member will be assigned a disaster position title and proficiency level of Trainee by their Cadre Manager. To advance beyond Trainee, the member must complete all training and experience requirements, develop and maintain a Professional Development Plan (PDP), and in most cases be deployed for at least one disaster assignment.

Members is responsible for

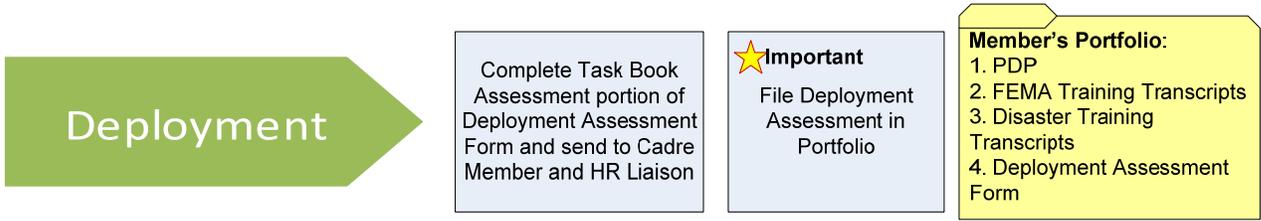
- Maintaining their portfolio, which includes:
  - Credentialing Checklist
  - Completed Task Book Assessments
  - Training certificates or transcripts
  - Other information that supports completion of a credentialing requirement (e.g., professional license or certificate),
- Knowing and understanding the credentialing process, and
- Ensuring their supervisor completes the Task Book Assessment portion of the Deployment Performance Appraisal after each deployment.

Before deployment, the member must speak with their Cadre Manager to ensure their understanding of the credentialing plans and processes, and to discuss goals and objectives. They should also read the AWP as well as their CSP.

### **Professional Development Plan**

**The Professional Development Plan (PDP) is used to facilitate action planning by Disaster Workforce members and their Cadre Managers. The Task Books and the CSP feed into the creation of the member's PDP. The member should identify their current KSAs and they should specify career goals and action plans for development and advancement. Training**

Following the formation of their PDPs, each member is to complete mandatory Agency-wide and Cadre-specific training, as outlined in the CSPs. Training topics generally include deployment, workplace, and safety protocol; Cadre-specific information and processes; general business rules and regulations; and other workforce-related topics. The overall goal of the training process (whether pre-deployment or otherwise) is to ensure that all members possess the necessary knowledge required for their position and for working in FEMA's Disaster Workforce.



**Training**

The member is responsible for completing any training specific to the deployment within the time specified. The Cadre Manager and Disaster Supervisor will provide deployment-specific instructions, to include additional training requirements.

**Task Book Assessment?**

**Credentialing Check List?**

**Other?**



**Credentialing Portfolio Update**

At the completion of their assignment, the member must update their Credentialing Portfolio by ensuring all documents required by the CM, CRB or ECC are enclosed. They must also include the Deployment Performance Appraisal, which includes for each deployment the Task Book Assessment, the Credentialing Plan Checklist and the Performance Appraisal. The Disaster Supervisor will complete the Task Book Assessment portion of the Deployment Performance Appraisal.

Depending on which credentialing proficiency level is being pursued, the portfolio may be evaluated (a process which begun with the member and the Cadre Manager). Based on the decision, the member may need to continue gaining experience through subsequent deployments before being eligible for advancement to a higher proficiency level, or he or she may be recommended for advancement by the Cadre Manager.



**Petition Process**

Should a member disagree with a credentialing decision, the member has 30 calendar days from the decision in question to petition decisions concerning their portfolio review or advancement

decisions. Petitions are sent to the governing body above that responsible for making the evaluation (i.e., CRB for BQ, ECC for FQ or E, DRWD for E in Command and General Staff).

## Cadre Managers

In order to conduct credentialing, Cadre Managers should have a copy of the AWP and their CSP, as well as documentation on the qualifications and status of members in their Cadre. The AWP explains the overall credentialing process and the CSP includes details of required training, work experience and documented education and certification or licensing necessary to work in a particular position and proficiency level with that position.

The Cadre Manager is responsible for the recommendation of credentialing proficiency levels, as well as the advising and developing of their members' goals and milestones. The following information provides guidance to the Cadre Manager on actions required to accomplish appropriate credentialing of their workforce. It should be noted that once a Cadre member is deployed, that member does not in most cases report directly to the Cadre Manager for day-to-day duties and tasks related to the assignment; the Disaster Supervisor or another supervisor in the field assumes this oversight role.



## Cadre Member Meeting

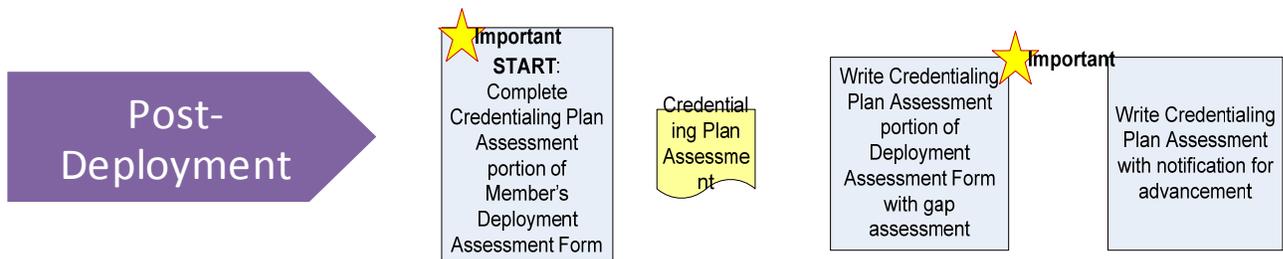
The Cadre Manager will supply all members with required instructions and other materials and conduct an instructional session to ensure all members under their charge understand the requirements for obtaining their position-specific credentials and proficiency level advancement.

It is the responsibility of the Cadre Manager to comply with Agency-wide policies and procedures to appropriately credential their members. Cadre Managers are responsible for understanding the required training experience, necessary documentation, and field experience specific to both the Agency and their Cadre so they are able to successfully determine when a member is ready for advancement.



## Professional Development Guidance for Members

The Cadre Manager provides guidance as a member progresses through the proficiency levels for their position. This may involve meetings as necessary while the member progresses in training and experience. Cadre Managers should know Cadre-specific position/proficiency level advancement requirements, steps to update and submit portfolios for review, and petition procedures so they are prepared to answer questions from members.



## Credentialing Review

The Cadre Manager uses all available background information submitted to proceed with the Credentialing process. Cadre Managers will review a member's portfolio at least semi-annually. Any portfolios of members being considered for advancement to Expert level Command and General Staff positions being recommended for advancement will be sent to the ECC for review. Portfolios for any members being considered for advancement to Fully Qualified or Expert for non-Command and General Staff positions will be sent to the CRB for review. Cadre Managers may at their own discretion advance members from Trainee to Basically Qualified without CRB review provided the member meets all CSP requirements for his or her position.

Following the completions of a member's deployment the Cadre Manager will review the member's portfolio within 14 calendar days of receiving the Deployment Performance Appraisal. At this stage the member has supplied their Cadre Manager with a current Credentialing Portfolio that must contain all required documentation for training, diplomas, certificates, licenses, deployed work experience, Credentialing Checklist, and Disaster Supervisor Task Book Assessment results.

Cadre Managers will use established criteria for determining satisfactory reviews that may result in the decision to move the member to the next proficiency level. Managers will use the portfolio contents and minimum standards from the CSP to review a member's progress and make a determination of satisfactory review. The Cadre Manager will also judge readiness to advance to the next proficiency level, again using the pre-established criteria. Using the CSP, it is the decision of the Cadre Manager to determine member advancement to Basically Qualified. If the member is at the Trainee proficiency and judged qualified to move to Basically Qualified, the Cadre Manager will update member records to reflect advancement to that proficiency level. The member must meet minimum standards, but the Cadre Manager has sole responsibility for the determination of and authority for member advancement to Basically Qualified from Trainee.

If the member receives a satisfactory review but does not meet minimum standards their records will be updated to reflect such a decision and they will continue at Trainee level until all requirements are met and advancement is achieved. The member may accept the decision or petition the decision within 30 calendar days.

If the member receives an unsatisfactory review, the Cadre Manager will recommend remedial steps to the member. The member may accept and follow suggestions for remedial action or will have 30 calendar days to petition the decision.

### *Semi-annual Review*

It is the responsibility of the member to keep their portfolio updated when new training, work experience, certification or licensing, or other qualifications are obtained. The Cadre Manager

will review portfolios and make a determination of satisfactory review as well as recommendation for advancement to the next proficiency level.

The same pre-established criteria and processes that are used post-deployment, which are based on CSPs, will be used to make judgments during the semi-annual review process. As requirements are changed, the CSPs will be updated to reflect any changes to training, work experience, certifications or licenses and any other assessment criteria. Minimum criteria for advancement to the next credentialing level will be changed if necessary.

### **Disaster Supervisor**

The Disaster Supervisor does not have direct pre-deployment or post-deployment responsibilities with regard to credentialing a member. During deployment, the Disaster Supervisor should monitor the member's performance and duties performed. Upon the member's completion of the assignment, prior to his or her departure, the Disaster Supervisor completes a Task Book Assessment and a Deployment Performance Appraisal for the member based on the appropriate Position Task Book. The Task Book Assessment is then given to the member as a component of the member's Portfolio. A copy of the Task Book Assessment and the Deployment Performance Appraisal is also provided to HR.

### **Human Resources**

HR does not have direct pre-deployment or post-deployment responsibilities with regard to credentialing a member. After the Disaster Supervisor gives the member their Deployment Performance Appraisal, the member submits this information to HR. HR's role is to assemble this information and forward these materials to the Cadre Manager.

### **Credentialing Review Board**

The CRB does not have direct pre-deployment or deployment responsibilities with regard to credentialing a member.

After the Cadre Manager makes a decision that the member's assessment should be passed on with recommendation for advancement to the CRB for review, the CRB will determine if the member should be advanced or provided with remedial guidance. The CRB has seven days to make a decision from the time it receives the recommendation. The CRB might give the member a satisfactory review with a decision that the member remains at his or her current proficiency level or move to the next proficiency level. Another option would be for the CRB to recommend that the member be given remedial activities under the direction of the Cadre Manager.

Upon receipt of the member's assessment for review, the CRB can choose to send the member's application on to the Program Head (under which the member's Cadre operates) for final review. The Program Head will then have 14 days from receipt to decide if the member should remain at his or her current proficiency level or move to the next proficiency level. .

### **Executive Credentialing Committee**

The ECC does not have direct pre-deployment or deployment responsibilities with regard to credentialing a member.

After the Cadre Manager makes the decision that the member's assessment should be passed on with recommendation for advancement to the ECC for review, the ECC will determine if the member should be advanced or provided with remedial guidance. The ECC has seven days to make a decision from the time it receives the recommendation. The ECC might give the member a satisfactory review with a decision that the member remain at the current proficiency level or move to the next level. Another option would be for the ECC to recommend remedial activities under the direction of the Cadre Manager. The ECC can also choose to send the member's application on to the Program Head (under which the member's Cadre operates) for final review. The Program Head will then have 14 days from receipt to decide if the member should remain at his or her current proficiency level or move to the next proficiency level.

## **Disaster Reserve Workforce Division**

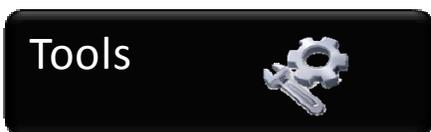
DRWD is the primary governing body for the credentialing process. They identify ECC members and provide policy concerning credentialing. They are the final oversight body for credentialing actions and for petitions.

### ***Credentialing Petitions***

A Disaster Workforce member who feels he or she did not receive a fair credentialing assessment may petition for reconsideration.

The petition must be filed within 30 calendar days of the receipt of the initial decision. The written petition must be submitted to the appropriate governance body, and must include a justification for the reconsideration. The Cadre Manager has 14 calendar days to respond to the petition. If the original decision is upheld, then the Disaster Workforce member may petition to the next higher level, as indicated in the Cadre Manager's response. If the petition to the next higher level is denied and the decision being contested is upheld, the Disaster Workforce member has no further recourse.

All requests for petition must be acted on by the receiving governing body within 14 calendar days. Any decision to accept the petition and change the portfolio evaluation to satisfactory or advance to the next proficiency level must be made within the parameters of CSP's minimum qualifications.



### ***Tools***

FEMA has a number of tools that Credentialing stakeholders have at their disposal.

## **FEMA Agency-Wide Disaster Workforce Credentialing Plan**

- Purpose: To provide an Agency-wide policy and standard to which all stakeholders must adhere
- High-level Content: The concepts for the Agency's Credentialing Program (critical information for Agency-wide policies, governance and high-level processes)

- Uses: Provide high-level understanding of credentialing policy and governance
- When to Use: Before a Cadre develops their Cadre-Specific Plans, when a new member enters the credentialing process, when clarity on Agency-wide credentialing components and processes is needed, and when stakeholders need to address challenges

### **Cadre-Specific Plan**

- Purpose: To provide details on each Cadre's position proficiency requirements
- High-level Content: The KSAs, training, experience and licenses/certifications needed at a minimum to successfully qualify for a credentialed level within a position, organized by proficiency level (Trainee, Basically Qualified, Fully Qualified, Expert), against which all Cadre members must be assessed
- Uses: Referenced during semi-annual reviews of Cadre members, for current or prospective members interested in position requirements, and to ensure standardization of requirements across the entire Cadre
- When to Use: When an individual needs insight on Cadre position requirements and during reviews

### **Cadre-Specific Recruitment Tool**

- Purpose: Provides standardized and detailed KSAs, training, experience and licenses/certifications for new hires
- High-level Content: A standardized form for applicants to complete and a standardized scoring protocol for Cadre Managers and recruiters
- Uses: To evaluate new applicants and provide requirements for new hires
- When to Use: When hiring new Cadre members or posting position descriptions

### **Deployment Performance Appraisal**

- Purpose: To provide a single form that contains the three different assessments required as part of the Credentialing process
- High-level Content: Credentialing Plan Assessment, Task Book Assessment, Performance Appraisal Forms
- Uses: To track the three assessments in a single document
- When to Use: To be completed at the end of a deployment by the Disaster Supervisor (Task Book Assessment), post deployment by the Cadre Manager (Credentialing Assessment Form), and during review periods by the Cadre Manager (Performance Appraisal)

### **Credentialing Plan Checklist**

- Purpose: To assess whether an individual has met the minimum requirements required to perform at a given proficiency level within his or her position

- High-level Content: Checklist of minimum requirements for each proficiency level within a position
- Uses: To determine whether a member is ready for advancement and to track progress toward career goals
- When to Use: When a new member joins a Cadre, during reviews, and throughout a members progression within a position

### **Disaster Workforce Task Book**

- Purpose: To describe the duties performed in a specific position within a Cadre
- High-level Content: Position duty descriptions
- Uses: Utilized during assignment to provide members clarity on what they should be doing under a specific position title
- When to Use: To develop the Cadre-Specific Plans and to ensure the duties being performed during assignment are within the scope of the position

### **Disaster Workforce Task Book: Job Aid**

- Purpose: To describe the functions for a position in a disaster operation
- High-level Content: Function descriptions for a position
- Uses: A resource during a member's review for advancement
- When to Use: When making updates to Cadre-Specific Plans. (Disaster Supervisors go through it with Cadre members at the beginning of a disaster)

### **Disaster Workforce Task Book Assessment**

- Purpose: To assess whether a Cadre member:
  1. performed each task successfully,
  2. needs improvement, or
  3. did not perform the task
- High-level Content: Indicators for each function: Performed, Needs Improvement, or N/A
- Uses: To be completed by a Disaster Supervisor upon completion of a disaster, and reviewed by the Cadre Manager during the scheduled evaluation of a Cadre member
- When to Use: During scheduled evaluations (Disaster Supervisors complete is at the end of a deployment)

### **Credentialing Portfolio**

The following documents make up the Disaster Workforce member's Credentialing Portfolio:

- *Deployment Performance Appraisal* – Deployment Performance Appraisal consists of the following components which are grouped into a single form to simplify the credentialing process and reduce paperwork:

- *Disaster Workforce Task Book Assessment* — Contains a complete list of tasks and subtasks that are expected to be performed for each position. The Task Book assessments allow the individual to be assessed against these tasks through the checking-off of each task if it is performed while on assignment. Task Book assessments are required for any deployment/assignment in which the Disaster Workforce member has participated. The assessments must be completed by the Disaster Supervisor at the conclusion of each assignment.
- *Credentialing Plan Checklist* — Contains a complete list of required training, experience, certifications, and licenses required to qualify for each proficiency level of the member's position, from Basically Qualified through Expert. The Credentialing Plan assessment allows the individual to be evaluated against these requirements through the checking-off of each task if it is performed while on assignment, and serves as a mechanism by which the member can track progress toward higher credentialing proficiency levels or positions.
- *Performance Appraisal* – Contains the performance feedback from the Disaster Supervisor, received at the end of each deployment.
- *Training Transcripts* — Required documentation verifying that the Disaster Workforce member has completed required and/or non-essential (to his or her current position) training, whether Agency- or Cadre-Specific Transcripts also support progress toward either credentialing at the next proficiency level and verification that the member has taken the required recurring Agency- and Cadre-specific training courses.

The Disaster Workforce member is responsible for maintaining his or her Credentialing Portfolio and for having it on hand during disaster assignments.

## *Afterword*

The AWP provides overarching credentialing-related information and processes that apply to FEMA's Disaster Workforce, while the CSPs provide Cadre- and position-specific credentialing-related information for each Cadre and the positions therein. Along with the utilization of this AWP, current and prospective Disaster Workforce members must consult the CSP(s) relevant to their areas of practice/interest. The CSPs align with the AWP to form a single, cohesive credentialing strategy, framework, and guide.

**Department of Homeland Security/Federal Emergency Management Agency**

*Annex 1: Professional Development Plan (PDP) Template (General – to Be Detailed by Individuals)*

<b>Employee Personal Information</b>	<b>Employment History</b>
NAME (PRINT): (LAST, FIRST, MIDDLE INITIAL)	HIGHEST EDUCATION LEVEL COMPLETED:
POSITION TITLE/CURRENT LEVEL:	FIELD OF DEGREE:
CADRE and ORGANIZATION CODE:	PROFESSIONAL/TECHNICAL CERTIFICATIONS OBTAINED:
TELEPHONE NUMBER:	

SUPERVISOR'S SPECIFIC ORGANIZATIONAL GOALS AND RECOMMENDED TRAINING IN SUPPORT OF EMPLOYEE'S DEVELOPMENT:	OVERALL EMPLOYEE ORGANIZATIONAL GOALS AND REQUESTED TRAINING IN SUPPORT OF PERSONAL DEVELOPMENT:

**Immediate Goals: Within 6 months**

SAMPLE DHS/FEMA PDP

Employee Name:  
Employee Cadre/Position Title/Type:

**Department of Homeland Security/Federal Emergency Management Agency**

<b>Specific Goal</b>	<b>Knowledge, Skills, and Abilities to Develop</b>	<b>Developmental Activity: Training/Education/Experience</b>	<b>Resources Needed to Achieve Goal (Cost of Training, If Applicable)</b>	<b>Outcome Desired</b>	<b>Intended Completion Date</b>	<b>Actual Completion Date</b>

**SAMPLE DHS/FEMA PDP**

**Employee Name:**  
**Employee Cadre/Position Title/Type:**

**Department of Homeland Security/Federal Emergency Management Agency**

**Medium-Term Goals: 1 to 3 Years**

Specific Goal	Knowledge, Skills, and Abilities to Develop	Developmental Activity: Training/Education/On-site	Resources Needed to Achieve Goal (Cost of Training (if Applicable))	Outcome Desired	Intended Completion Date	Actual Completion Date

SAMPLE DHS/FEMA PDP

Employee Name:  
Employee Cadre/Position Title/Type:

**Department of Homeland Security/Federal Emergency Management Agency**

**Long-Term Goals: 3 to 5+ Years**

Specific Goal	Knowledge, Skills, and Abilities to Develop	Developmental Activity: Training/Education/On-site	Resources Needed to Achieve Goal (Cost of Training (if Applicable))	Outcome Desired	Intended Completion Date	Actual Completion Date

SAMPLE DHS/FEMA PDP

Employee Name:  
Employee Cadre/Position Title/Type:



## What is a PDP

- A written plan that outlines the career goals an employee wants to accomplish and the steps to be taken to meet those goals.
- A tool that can be used to identify, organize, and plan specific career plans.
- A tool for focusing professional efforts and identify individual work goals.
- A tool for communication, development, and or planning.
- A tool to assist in obtaining resources, such as fee assistance or training funds
- A tool to use as a career action plan for skill building, professional development, and career management.

## Instructions for Completing Form

### Specific Goal:

- List the specific goals you want to accomplish in the immediate, medium-term, and long-term.
- Ex. Develop management skills (Manage Cadre operations and supervise Cadre members)
- Ex. Develop briefing skills (Present briefings to provide status or market the Cadre)

### Knowledge, Skills, and Abilities to Develop:

- In concert with your supervisor, determine KSAs, needed to accomplish each goal.
- Ex. Facilitation/organizational development skills

### Developmental Activity: Training/Education/Experience:

- In concert with your supervisor, determine the development activities needed to accomplish each goal.
- Ex. Classroom training
- Ex. On-the-job experience

### Resources Needed to Achieve Goal (Cost of Training (if Applicable)):

- List the resources needed to achieve each goal.
- Ex. Tuition fees

### Intended Completion Date:

- Write down your expected completion date for each goal.

### Actual Completion Date:

- Write down the actual completion date for each goal

SAMPLE DHS/FEMA IDP Verification

Employee Name:

Employee Cadre/Position Title/Type:

## ***Annex 2: FEMA [Name of Cadre] Cadre Disaster Workforce Credentialing Plan***

### **Executive Summary**

The following Federal Emergency Management Agency (FEMA) Security Cadre Credentialing Plan (hereafter referred to as the “Plan”) applies to all employees serving in a disaster related position while representing FEMA’s Security Cadre. This Plan has been developed for the Disaster Reserve Workforce Division (DRWD) and is compliant with National Incident Management System (NIMS) requirements for credentialing. This Plan exists in conjunction with the FEMA Agency-Wide Disaster Workforce Credentialing Plan.

This Cadre-Specific Plan functions in tandem with the FEMA Agency-Wide Disaster Workforce Credentialing Plans which all Agency Disaster Workforce personnel will use to ensure a consistent process for effective and standard evaluation and qualification of employees. Both this Plan and the Agency-Wide Disaster Workforce Plans are based on tasks included in the position-specific Disaster Workforce Task Book: Employee Job Aid resources and the knowledge, skills, and abilities (KSAs) needed to perform these tasks.

### **Approach**

With the approval and implementation of the FEMA Agency-Wide Disaster Workforce Credentialing Plan and this and other Cadre-specific Credentialing Plans, FEMA will have formalized the credentialing process for Disaster Workforce personnel. Credentialing ensures that during times of disaster FEMA has prepared and qualified staff to meet its disaster mission.

Credentialing provides a consistent and reliable process for preparing and utilizing personnel with specific skill sets and experiences for the jobs required. The process of credentialing provides current and prospective Disaster Workforce members with a clear understanding of position-specific requirements and the KSAs needed to advance in their positions.

The Security Cadre-Specific Credentialing Plan provides accessible and concise guidelines for each position within the Security Cadre. As a result, FEMA has clear visibility as to the qualifications required for recruiting the right people for the right jobs.

### **Foreword**

#### ***Introduction***

FEMA’s use of a standardized credentialing process for the Disaster Workforce helps align Agency practices with NIMS. Credentialing is a process that involves authoritatively demonstrating that individuals meet professional work performance standards required by their position and the Agency’s mission. Credentialing of the Disaster Workforce will lead to a consistent management approach and delivery of essential disaster services.

### **Background**

Historically, credentialing of the Disaster Workforce has not been standardized. Even though some Cadres have created credentialing plans or guidelines on their own, successful

credentialing has been isolated, non-uniform, and uneven across the Agency. As a result of these inconsistencies, FEMA has been challenged to deliver services that are consistent in quality and efficiency from disaster to disaster. This has resulted in media criticism, Congressional hearings, Government Accountability Office (GAO) and Office of Inspector General (OIG) reports, and mixed feedback from communities and disaster victims.

To improve the Agency's ability to fulfill its mission, DRWD launched an Agency-wide credentialing effort in June of 2008 to ensure that FEMA's Disaster Workforce has a thoroughly documented plan for credentialing its members. This Plan ensures the Security Cadre members meet national standards and are capable of executing assigned tasks in a professional and consistent manner during disaster operations.

### **Vision**

By 2011, the credentialing project will be completed and successfully implemented. As a result, FEMA will transform its Disaster Workforce into one that is credentialed to national standards supported by a highly integrated, standardized, clear, and effective program that drives the Agency towards a culture of professional excellence.

### **Document Overview**

#### ***Document Purpose***

The purpose of this Plan is to establish a FEMA-wide standardized credentialing process for members of the Security Disaster Workforce.

### **Document Application and Scope**

This Credentialing Plan applies to all Security Cadre members who are engaged in the performance of duties in support of FEMA's disaster operations. Members meeting the standards outlined in this Plan and who have received a Credentialing Type by their Cadre Managers are considered qualified to perform in that position during a disaster.

### **Disaster Workforce Credentialing Overview**

#### **Overall Cadre Description**

[Provide here a brief description of the Cadre.]

#### ***Role***

[Provide here a description of the Cadre's role as it pertains to the fulfillment of FEMA's Mission.]

#### ***Scope***

[Provide here a description of the Cadre's scope as it pertains to the fulfillment of FEMA's Mission; specifically, when and where does the Cadre operate therein.]

#### ***List of All Positions within Cadre and Description of Each***

[Provide here a list of *all* positions within the Cadre, as well as a brief one or two sentence description that follows. E.g.:

Position 1 – Oversees a, b, and c.

Position 2 – Organizes x, y, and z.

Position 3 – Provides support to d, e, and f.]

***Prerequisites and Requirements – Cadre-wide (Regardless of Level/Position)***

***Knowledge/Skills/Abilities (KSAs)***

[Provide here a list of *all* KSAs that pertain across the board to all positions at all Credentialing levels within the Cadre. E.g.:

1. Knowledge of FEMA's organizational structure
2. Knowledge of FEMA forms, formats, processes, and terms
3. Knowledge of FEMA's mission and policies
4. Etc.]

***Training***

[Provide here a list of *all* training requirements that pertain across the board to all positions at all Credentialing levels within the Cadre. E.g.:

1. DF-100
2. DF-505
3. WebTA
4. IS-100, 200, 700, 800b
5. Etc.]

***Cadre Position Details***

**Position: [Name of Position 1]**

***Position Description - General***

[Provide here a general one paragraph description of the first position.]

***Position Duties - General***

[Provide here a list of duties carried out by this specific position. E.g.:

- Plan, organize, and coordinate Unit activities.
- Conduct performance needs assessment.
- Develop training plan.
- Oversee Unit performance.
- Etc.]
- 

***Expert (E) - Description***

[Describe the specific duties and responsibilities of an Expert Cadre member as it pertains to the specific position.]

***Fully Qualified (FQ) - Description***

[Describe the specific duties and responsibilities of a Fully Qualified Cadre member as it pertains to the specific position.]

***Basically Qualified (BQ) - Description***

**Department of Homeland Security/Federal Emergency Management Agency**

[Describe the specific duties and responsibilities of a Basically Qualified Cadre member as it pertains to the specific position.]

***Proficiency Standards for Core and Position-Specific KSAs***

1. This KSA is not needed.
2. This KSA is needed at a basic level, and the individual is expected to use this KSA with supervision.
3. This KSA is needed at an intermediate level, and an individual could use this KSA without supervision, coaching, or further instruction
4. This KSA is needed at an advanced level, and an individual could supervise or train others to use this KSA.

***Core KSAs***

Core KSAs		BQ	FQ	E
1.	[KSA #1]	3	4	4
2.	[KSA #2]	3	4	4
3.	[KSA #3]	4	4	4
4.	[KSA #4]	2	4	4
5.	[KSA #5]	2	2	3

***Position-Specific KSAs***

Position-Specific KSAs		BQ	FQ	E
1.	[KSA #1]	2	3	4
2.	[KSA #2]	2	2	3
3.	[KSA #3]	2	2	3
4.	[KSA #4]	2	3	3
5.	[KSA #5]	3	3	4

***Required FEMA Training***

Required FEMA Training		BQ	FQ	E
1.	[Training #1]	✓		
2.	[Training #2]		✓	
3.	[Training #3]			✓

***General FEMA Experience***

Experience		BQ	FQ	E
1.	[Experience #1]	✓		
2.	[Experience #2]		✓	
3.	[Experience #3]			✓

***Specific Experience***

Experience		BQ	FQ	E
1.	[Experience #1]	✓		
2.	[Experience #2]		✓	
3.	[Experience #3]			✓

**Mandatory Licenses and Certifications**

Required FEMA Licenses and Certifications	BQ	FQ	E
1. [License or Certification #1]	✓		
2. [License or Certification #2]		✓	
3. [License or Certification #3]			✓

[Additional Cadre-specific positions to be inserted as needed.]

**Appendix A: Glossary and Acronyms – [Name of Cadre] Cadre-Specific**

[Provide any Cadre-specific terms, acronyms, or abbreviations.]

- Term 1: Definition
- Term 2: Definition
- Term 3: Definition
- Term 4: Definition

**Appendix B: [Name of Cadre] Cadre-Specific Authorities, Policies, Directives, and Other References**

[Provide references to any Cadre-specific authority issuances, policies, directives, references, etc., if applicable]

Authorities:

- [Authority Reference #1]
- [Authority Reference #2]
- [Authority Reference #3]

Policies:

- [Policy Reference #1]
- [Policy Reference #2]
- [Policy Reference #3]

Directives:

- [Directive Reference #1]
- [Directive Reference #2]
- [Directive Reference #3]

Other References:

- [Other Reference #1]
- [Other Reference #2]
- [Other Reference #3]

*Annex 3: FEMA Recruitment Tool*

**[CADRE NAME] RECRUITMENT TOOL**

This Recruitment Tool is an examination procedure. The purpose of the Recruitment Tool is to evaluate your past experience and training as it relates to the positions in the [Cadre Name] Cadre. As you complete the Recruitment Tool, it is vital to think of all of the experiences that have helped you prepare for this job, including those you had while engaging in paid work (including internships, CO-OP programs, apprenticeships, or on-the-job training). You should also consider any experience you have from training or educational courses, such as high school or vocational/technical school, certification training, college courses, or others.

The Recruitment Tool is divided into four sections:

**Section 1** describes the positions within the [Cadre Name] Cadre.

**Section 2** and asks you questions about your experiences. Your responses in this section will be scored as an indicator of whether you have the knowledge, skills, and abilities (KSAs) needed to perform the positions in the [Cadre Name] Cadre.

**Section 3** asks you to list individuals who can serve as references regarding your experience.

**Section 4** asks you to certify the accuracy of your responses to the Recruitment Tool.

When you complete the Recruitment Tool, respond accurately and completely to all questions, and avoid exaggerating your experience. False statements in responding to this document will cause your application to be rejected and your name to be removed from the register of reservists. If you are hired, any false statements or certifications made on this form could result in your dismissal.

This form contains X pages. If pages are missing or if you have any questions, please contact:

[insert contact information for the Cadre Manager]

**SECTION 1: DESCRIPTION OF POSITIONS IN THE [CADRE NAME] CADRE**

<p style="text-align: center;"><b>[POSITION 1 NAME]</b></p> <p>[insert description here from credentialing plan]</p>
<p style="text-align: center;"><b>[POSITION 2 NAME]</b></p> <p>[insert description here from credentialing plan]</p>
<p style="text-align: center;"><b>[POSITION 3 NAME]</b></p> <p>[insert description here from credentialing plan]</p>
<p style="text-align: center;"><b>[POSITION 4 NAME]</b></p> <p>[insert description here from credentialing plan]</p>
<p style="text-align: center;"><b>[POSITION 5 NAME]</b></p> <p>[insert description here from credentialing plan]</p>
<p style="text-align: center;"><b>[POSITION 6 NAME]</b></p> <p>[insert description here from credentialing plan]</p>
<p style="text-align: center;"><b>[POSITION 7 NAME]</b></p> <p>[insert description here from credentialing plan]</p>
<p style="text-align: center;"><b>[POSITION 8 NAME]</b></p> <p>[insert description here from credentialing plan]</p>
<p style="text-align: center;"><b>[POSITION 9 NAME]</b></p> <p>[insert description here from credentialing plan]</p>
<p style="text-align: center;"><b>[POSITION 10 NAME]</b></p> <p>[insert description here from credentialing plan]</p>

## SECTION 2: YOUR EXPERIENCE

In this section, you are asked to complete questions about experience. There are a variety of questions included in this section. An example of some of the types of questions you will be asked to answer is provided below.

**Note: The actual questions about your experience begin on the next page.**

### SAMPLE QUESTIONS

- 1 Which of the following best describes your highest level of training or experience related to managing food storage?
  - a. I have no education, training, or experience in this area
  - b. I have education or training in this area, but have **NOT** performed it on the job
  - c. I have performed in this area with close supervision.
  - d. I have routinely and independently performed this task as a regular part of the job, usually without supervision.
  - e. I have trained or supervised others in this area.
  
- 2 Do you hold a certificate in Information Systems?
  - a. Yes
  - b. No
  
- 3 I have prepared the following types of written products (mark all that apply).
  - a. College term papers
  - b. Research grant proposals
  - c. Newspaper articles
  - d. Standardized reports
  - e. Position papers
  - f. Policy documents
  - g. Investigative reports
  - h. Form letters
  - i. Teaching/Instructional aides
  - j. Formal correspondence
  
- 4 Please describe the most significant team or project you have led. Be sure to include a description of purpose of the team or project and its duration as well as your role and the outcomes of the team or project.

### RECRUITMENT TOOL FOR [CADRE NAME] CADRE

[insert Cadre-specific recruitment questions here]

**SECTION 3: REFERENCES**

To respond to this section, provide contact information for people who can verify the experience you reported in Section 2. Please review these activities prior to completing this section. Take the following steps to complete this section:

1. Think of people who can verify your experience as listed in Section 2. Include only those persons (such as current or former supervisors or instructors) who have witnessed you performing the activities, or who have seen the outcome of your performing these activities. Space is provided for up to three (3) references, however you should list only as many references as you need to verify your experience with the activities. You will not receive extra points for having more references.
2. Provide the requested information for each reference. You will need to provide the name, title, relationship to you (e.g., supervisor), mailing address, phone number, and e-mail address (if available) for each reference. This information is important. Please provide as much information as possible so that we may contact your references.
3. If you cannot provide a postal address, a phone number, or an e-mail address for a particular reference, write a letter explaining why you cannot provide this information and attach the letter to your completed application.

<b>Reference # 1</b>	
Name:	
Title:	
Relationship to You:	
Address:	
Phone Number:	E-mail:

<b>Reference # 2</b>	
Name:	
Title:	
Relationship to You:	
Address:	
Phone Number:	E-mail:

<b>Reference # 3</b>	
Name:	
Title:	
Relationship to You:	

**Department of Homeland Security/Federal Emergency Management Agency**

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Address:		
Phone Number:		E-mail:

**SECTION 4: CERTIFYING THE ACCURACY OF THE INFORMATION YOU PROVIDED**

Please read and sign the following statement to certify that the information you have provided on the Recruitment Tool is accurate and complete to the best of your knowledge and belief.

**CERTIFICATION OF INFORMATION ACCURACY**

My signature below certifies that all information on this Recruitment Tool and any attached sheets are accurate and complete to the best of my knowledge and belief. I understand I can be dismissed for making false statements or certifications with respect to a test and, for willful violations, can be subject to criminal prosecutions.

Special Note:

**Examples of false statements include, but are not limited to: misrepresenting my work history, duties, length of employment, type of employment (i.e., full- or part-time), training, experience or other information; and attempting to use political influence during the application or examination process.**

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

***APPENDIX A: Glossary and Acronyms***

**AWP** – FEMA Agency-Wide Credentialing Plan

**Appointment Category** – The job type into which an individual is hired that includes, but is not limited to: permanent full time, temporary full time, Cadre of On-call Reserve Employees (CORE), and temporary intermittent employees.

**Cadre** – An organized unit with the underlying responsibility to perform a specific operational program or function in support of Agency-wide disaster operations.

**Cadre of On-Call Reserve Employees -**

**Cadre Manager** – A person at the national or Regional level who directs the resources and work of a specific Cadre to ensure the designated function of the Cadre is accomplished.

**Command and General Staff** – High level positions within the Agency that include FCO, External Affairs Officer, Safety Officer, Liaison Officer, and Section Chiefs (Logistics, Operations, Planning, and Finance and Administration).

**CORE** – Cadre of On-Call Reserve Employees

**Credentialing** – The process of qualifying a Disaster Workforce member, based on attainment of education and training, disaster experience, formal mentoring, and assessments.

**Credentialing Plan Checklist** – A structured and standardized approach for identifying levels of capability based on a combination of education and training, disaster experience, formal mentoring, and assessments.

**Credentialing Portfolio** – A Disaster Workforce member’s job aid and history manual. Each member is required to maintain his or her own portfolio, which includes a Task Book assessment, a Credentialing Plan Assessment, letters of recommendation, training transcripts, and other supporting documentation as determined by the Cadre Manager, CRB, or ECC.

**Credentialing Review Board** – A governance board consisting of a Cadre Manager, Program or Functional Manager, and a Disaster Workforce member that has subject matter expertise in the position being reviewed, reviews and confirms the Cadre Manager’s recommendations for credentialing at the next Level (with the exclusion of advancing a member from Trainee to Basically Qualified, or a Command and General staffer to Expert).

**CRB** – Credentialing Review Board

**CSP** – Cadre-Specific Plan

**DAE** – Disaster Assistance Employee

**Disaster Assistance Employee** –

**Disaster Assignment** – An activity or event at which FEMA resources are utilized.

**Disaster Supervisor** – A person who directs the resources and work at a disaster to ensure the designated function of FEMA is accomplished.

**Disaster Workforce** – The collective of Disaster Assistance Employees, Permanent Full Time, Cadre of On-call Response Employees, Temporary Full Time, local hires, other federal agencies, and contractors performing assigned duties to support FEMA’s disaster operations.

**Disaster Workforce Task Book** – Job manuals created for every Cadre position which are designed to describe the tasks to be performed for a given position, determine training needs of individual Workforce members, promote task-related performance feedback throughout deployment, and record performance assessment data.

**DRWD** – Disaster Reserve Workforce Division

**ECC** - Executive Credentialing Committee

**Education and Training** – Formal instruction and activities that prepare an individual with the core KSAs for entry into a discipline and to perform a job function.

**Executive Credentialing Committee** – A governing body responsible for reviewing credentialing requests for Expert Command and General Staff positions and for making recommendations on the requests. Additionally, the ECC serves as the petition resource for disputed credentialing outcomes and helps provide oversight of the Agency Credentialing process.

**Experience** – Time spent in a job function required for an individual to attain proficiency in applying KSAs.

**Licensing** – Legal designation granted by the authority having jurisdiction, indicating that a person has met the necessary legal requirements to function in a job title.

**Mentor** – Disaster Workforce members who provide guidance and instruction in their areas of expertise to Disaster Workforce members assigned to them as mentees. They also serve as subject matter knowledge resources for their mentees.

**Mentee** – A Disaster Workforce member working under the guidance and supervision of a Mentor.

**National Incident Management System** - A comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines

**NIMS** – National Incident Management System

**Professional Development Plan (PDP)** – Consisting of multiple documents and resources, IDPs serve as guides that provide Disaster Workforce members with a roadmap to their advancement. Additionally, the IDP provides details into the training and experience required to fully perform the duties of the Disaster Workforce member positions.

**Permanent Full Time employee -**

**PFT**– Permanent Full Time employee

**Temporary Full Time employee-**

**Temporary Site** – A provisional facility dedicated to supporting emergency response and recovery operations.

**TFT** – Temporary Full Time employee

**Trainee** – Disaster Workforce members enter the workforce at this level. Doing so allows Cadre Managers to assess the members and their abilities, ensuring they will be credentialed correctly. The transition from Trainee to Basically Qualified is usually a more expedient process than transitioning between proficiency levels.

***APPENDIX B: Authorities, Policies, Directives, and References***

**The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), (P.L. 93-288), as amended**

The Stafford Act establishes programs and processes for the federal government to provide disaster and emergency assistance to state and local governments, tribal nations, individuals, and private nonprofit organizations. The provisions of the Stafford Act cover all hazards including natural disasters and terrorist events. Under the Stafford Act, Section 510, Credentialing and Typing, “The Administrator shall enter into a memorandum of understanding with the administrators of the Emergency Management Assistance Compact, state, local, and tribal governments, and organizations that represent emergency response providers, to collaborate on developing standards for deployment capabilities, including credentialing of personnel and typing of resources likely needed to respond to natural disasters, acts of terrorism, and other man-made disasters.”

**Homeland Security Act of 2002 (P.L. 107-296), as amended**

The Homeland Security Act establishes the Department of Homeland Security (DHS) as an executive department of the United States. The Act specifies responsibilities related to training and credentialing of Department personnel.

**Homeland Security Presidential Directive-5 (HSPD-5)**

HSPD-5 establishes the NIMS: “NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.”

**Homeland Security Presidential Directive-8 (HSPD-8)**

HSPD-8 seeks to strengthen national preparedness by requiring a domestic, national, all-hazards preparedness goal, the vision of which is to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events in order to minimize the impact on lives, property, and the economy. It establishes mechanisms for improved delivery of federal preparedness assistance to state and local agencies to strengthen their preparedness activities. Specifically, it states, “The head of each federal department or agency shall undertake actions to support the national preparedness goal, including adoption of quantifiable performance measurements in the areas of training, planning, equipment, and exercises for federal incident management and asset preparedness, to the extent permitted by law.” Specialized Federal assets such as teams, stockpiles, and caches shall be maintained at levels consistent with the national preparedness goal and be available for response activities as set forth in the National Response Framework, other appropriate operational documents, and applicable authorities or guidance.

**National Response Framework (NRF)**

The NRF is a comprehensive guide that describes how the nation conducts domestic all-hazards response. The NRF includes public-sector agencies at all levels, the private sector, and non-

governmental organizations. Roles and responsibilities for federal agencies are broken down in the NRF by 15 Emergency Support Functions (ESFs). The NRF directs the agencies “To identify the appropriate staff to support a leader during a crisis, qualifications based on training and expertise of staff should be identified and evidenced by certification, if appropriate.”

**Code of Federal Regulations (CFR) 44, Chapter 1, Part 2.42 Preparedness, Training, and Exercises Directorate**

Sets forth the requirement to train Federal employees to prepare for, respond to and recover from a broad range of emergencies. The Code of Federal Regulations is a codification of the general and permanent rules published in the Federal Register by the Executive departments and agencies of the Federal Government.

**National Incident Management System (NIMS)**

NIMS provides a systematic, proactive approach to guiding departments and agencies at all levels of government, the private sector, and nongovernmental organizations, in facilitating a seamless approach to prepare for, prevent, respond to, and recover from the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life, property, and harm to the environment. Consequently, FEMA’s National Integration Center has released initial minimum criteria for personnel to be deployed using a national credentialing system.

**FEMA Strategic Plan: *Vision for New FEMA***

The Vision outlines FEMA's plan to continue to build the Agency into the nation’s preeminent emergency management agency by strengthening its core competencies, empowering the FEMA Regions to interface with state and local agencies, strengthening partnerships with states, and professionalizing the national emergency management system. Specific objectives establish the requirement to strengthen the Disaster Workforce Program to ensure a competent, reliable, and nimble workforce capacity that can deliver the right skill sets to the right place at the right time.

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