2-1   Specialized Training and Education Level

Table 2-1: Planning.[1] This competency area focuses on the knowledge and/or skills emergency management professionals need to design effective approaches to (plans for) mitigating, preventing, or protecting against; preparing for; responding to; and recovering from all-hazard incidents, both natural and manmade. This includes ensuring the engagement of all stakeholders in the planning process/plan execution.

Competency Area	Competency Statements
PL-1 Emergency Management Plans	Identify the required emergency management plans.
	Describe the content of an Emergency Operations Plan (EOP), as defined in the Comprehensive Preparedness Guide (CPG) 101.
	Identify and describe the Emergency Support Function (ESF) Annexes that should be included in the EOP.
	Identify and describe the Hazard-Specific Annexes that should be included in the EOP.
	Describe the elements of a Standard Operating Procedure (SOP).
	Describe a Recovery Plan.
	Describe a Hazard Mitigation Plan.
	Describe a Continuity of Operations (COOP) Plan.
	Describe a Continuity of Government (COG) Plan.
	Identify and discuss the emergency management plans that are required for applying for Federal assistance.
PL-2 Organizational Preparation	Discuss the Homeland Security Presidential Directive (HSPD) 20: National Continuity Policy.
	Discuss the four concepts of an organization's continuity capability as defined in the *Federal Continuity Directive 1*, *February 2008*.
	Discuss the viable elements of a continuity capability as defined in the *Federal Continuity Directive 1*, *February 2008*.
	Describe the continuity plan operational phases as defined in the *Federal Continuity Directive 1*, *February 2008*.
	Discuss how emergency managers should incorporate continuity planning into organizational planning and preparation.
PL-3 Planning	Discuss key planning principles.
	Define and explain the three tiers of planning as defined in the CPG 101.
	Define and explain the three approaches to planning as defined in the CPG 101.
	Describe how to integrate all required plans.
	Define plan synchronization, as defined in the CPG 101, including describing the four planning concepts used in plan synchronization.

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[1] Planning, training, and exercises are part of the preparedness cycle.

Competency Area	Competency Statements
	Identify and describe the common pitfalls of planning.
	Identify and describe the five key areas of emergency planning as defined in the CPG 101.
	Identify and describe the six steps used in the planning process as defined in the CPG 101.
	Identify the members and describe the functions of a core planning team.
	Describe the role each type of stakeholder plays in the planning process.
	Identify and discuss opportunities for engaging the community in planning.
	Describe how to conduct threat and hazard assessments and risk assessments in preparation for the planning process.
	Identify and discuss the risk assessment approaches presented in Part III of the FEMA publication *Multi-Hazard Identification and Risk Assessment, A Cornerstone of the National Mitigation Strategy*.
	Discuss how to use the planning process to set priorities for addressing hazards.
	Describe potential strategies/courses of action for achieving the goals and objectives established during the planning process, and how to select the appropriate options.
	Identify and discuss the criteria used by decision makers to assess the effectiveness and efficiency of plans.
	Describe approaches to exercising a plan.
	Explain why a plan should be continually reviewed and updated.
PL-4 Resource Management (including developing and managing budget and resources)	Discuss resource management as it relates to internal resources/budgets.
	Describe strategies used for managing donations and "spontaneous" volunteers.
	Discuss the need for plans and procedures that address activation of the resource management system.
	Describe the benefits of emergency logistics training that addresses the connections among damage/needs assessments, logistics management, and volunteer/donations management.
	Describe why the pre-positioning of resources may be needed to efficiently and effectively respond to an incident.
PL-5 Technologies	Define and discuss the impact that Web 2.0+ has on emergency management practices.
	Describe the Geospatial Intelligence System (GIS) and discuss its use in and benefits to emergency management.
	Identify and describe the GIS platforms available (e.g., Areal Locations of Hazardous Atmospheres [ALOHA]).
	Describe the resources required for a GIS.

Competency Area	Competency Statements
	Describe how to use spatial data in an emergency management setting.
	Define Common Operating Platform.
	Identify and discuss commercially available systems for managing an emergency agency (e.g., WebEOC).
	Identify the audio and visual tools (e.g., social media) available to enhance and promote emergency management programs.
PL-6 Legislative and Intergovernmental Interface	Describe how to identify and work with the appropriate government agencies during the planning process.
	Describe the role of the core planning team in reporting the need for legislative changes/legislatively provided resources as identified during the planning process.
	Describe how requests for legislative changes/legislatively provided resources are managed.
	Describe how to work with partner agencies to address needed policy or practice changes identified during the planning process.
	Discuss how to integrate legislatively mandated response and recovery protocols into State and local plans.
	Discuss how to align State, local, and Tribal emergency plans.
	Describe the Joint Field Office and discuss its role during the planning process.
	Describe the roles of and relationship between the Federal and State Coordinating Officers.

Table 2-2: Training.[2] This competency area focuses on the knowledge and/or skills emergency management professionals need to develop effective and efficient training programs.

Competency Area	Competency Statement
TR-1 Training Management	Describe the type of training needed by the emergency management field.
	Identify the emergency management training available through Federal, State, local, and private sector providers.
	Describe how to conduct and use the results of training needs assessments of agency personnel and stakeholders.
	Discuss how to access available training for and/or provide required and other training to emergency management personnel, stakeholders, and community members.
	Describe how to determine the appropriate schedule for, and ensure personnel receive refresher training on, specific topics.

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[2] Ibid; please see the Emergency Management Institute Master Trainer Program for more detail on the training-related competencies.

Competency Area	Competency Statement
TR-2 Training Design and Development	Describe the purpose and components of a Plan of Instruction (POI).
	Discuss the method for identifying the appropriate content (and references/sources) for inclusion in a course.
	Describe how to apply the Instructional System Design methodology and Adult Learning Theory in designing a course.
	Describe the contents of an Instructor Guide and a Student Manual.
TR-3 Training Implementation	Describe the process for planning for and delivering training.
	Describe the characteristics of an effective instructor.
TR-4 Training Evaluation	Describe how to evaluate training to ensure the effectiveness of the course design and delivery.

Table 2-3: Exercises.[3] This competency area focuses on the knowledge and/or skills emergency management professionals need to develop efficient and effective exercises that address all-hazard incidents.

Competency Area	Competency Statement
EX-1 Homeland Security Exercise and Evaluation Program (HSEEP)	Describe the Homeland Security Exercise and Evaluation Program (HSEEP).
	Discuss the exercise program management components.
	Identify and describe the seven types of HSEEP exercises.
	Identify and describe the HSEEP exercise planning conferences.
	Describe a Master Scenario Event List (MSEL).
	Describe an Exercise Evaluation Guide (EEG).
	Describe a hot wash, after-action report (AAR), improvement plan (IP), and corrective action plan (CAP).

Table 2-4: Mitigation. This competency area focuses on the knowledge and/or skills emergency management professionals need to develop effective procedures and practices for reducing the impact of all-hazard incidents, both natural and manmade, on a community.

Competency Area	Competency Statements
M-1 Mitigation Planning/Requirements	Define and explain the purpose of the Disaster Mitigation Act of 2000 (DMA 2000).
	Describe the purpose of the National Earthquake Hazard Reduction

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[3] Planning, training, and exercises are part of the preparedness cycle.

Competency Area	Competency Statements
(Disaster Mitigation Act of 2000; structural and non-structural)	Program (NEHRP).
	Describe the purpose of the National Hurricane Program.
	Describe the purpose of the National Dam Safety Program.
	Describe the purpose of the Fire Prevention and Assistance Act.
	Explain the Hazard Mitigation Grant Program (HMGP).
	Identify and discuss examples of mitigation activities supported by HMGP.
	Describe the purpose of the Pre-Disaster Mitigation (PDM) Program.
	Identify the four PDM program-established goals that communities should achieve.
	Identify and discuss the requirements of State Mitigation Plans.
	Identify and discuss the sections required in the local mitigation plan to be considered for PDM and HMGP project funding.
	Identify and describe the process/systems that can be used in mitigation planning (e.g., land-use planning).
	Identify and discuss impediments to mitigation efforts.
	Discuss how to enhance community sustainability efforts.
	Identify and discuss mitigation strategies, (e.g., altering, averting, adapting, and avoiding the hazard; and public education).
M-2 Hazard Identification (primary, secondary, tertiary)	Describe how to identify hazards in and threats to a community.
	Describe how to profile hazards in and threats to a community.
	Identify and discuss the components of a community risk assessment profile (e.g., critical infrastructure and key resources at the jurisdictional level).
	Describe the process for analyzing a community's hazard/threat-specific data in conjunction with its general profile to determine the community's vulnerability to or risk of damage from hazards/threats.
	Define and describe the risk matrix approaches that permit quantifiable prioritization of risk from multiple hazards.
	Define how to set mitigation priorities by using the hierarchy for determining risk.
	Identify and describe the criteria used to determine the expected impact of a specific hazard on people, essential facilities, property, and response assets.
	Discuss why creating and exercising scenarios help to identify potential hazards/threats.
M-3 Mitigation Integration Program	Describe how to integrate jurisdictional plans/programs/projects (e.g., cities' long-range plans, what the infrastructure should look like) into the mitigation plan.

Table 2-5: Prevention. This competency area focuses on the knowledge and/or skills emergency professionals need to develop effective procedures and practices for gathering intelligence, sharing information with stakeholders, and disseminating information to community members to prevent and/or protect against all-hazard incidents, both natural and manmade, in a community.

Competency Area	Competency Statements
Pre-1 The Intelligence Cycle	Define intelligence as specified by the Federal Bureau of Investigation, Directorate of Intelligence (FBI-DI).
	Describe the intelligence cycle as specified by the FBI-DI.
	Identify and discuss the six steps within the intelligence cycle as specified by the FBI-DI.
	Describe how to use intelligence/information to enhance the risk assessment process.
	Discuss how to use intelligence/information to enhance prevention and community protection efforts.
	Describe how to use intelligence/information to enhance situational awareness during the response to an incident.
Pre-2 Interface Between Fusion Centers and Emergency Operations Centers (EOCs)	Describe the fusion process.
	Define and describe the functions of a Fusion Center.
	Identify and discuss the functional categories of a Fusion Center.
	Describe the standing information needs (SINs) and/or essential elements of information (EEIs) identified in the *Considerations for Fusion Center and Emergency Operations Center Coordination*, *Comprehensive Preparedness Guide (CPG) 502*.
	Describe the need to establish a Liaison Officer Program and to appoint an official liaison between an Emergency Operations Center (EOC) and a Fusion Center.
	Describe how to leverage a Fusion Center's intelligence and analytic capabilities to support emergency management operations.
Pre-3 Information Collection/Dissemination	Describe a process for collecting information from, and sharing it with, Federal, State, local, and Tribal governments and private organizations.

Table 2-6: Protection. This competency area focuses on the knowledge and/or skills emergency management professionals need to develop effective procedures and practices for protecting against all-hazard incidents, both natural and manmade, in a community.

Competency Area	Competency Statements
Pro-1 Warning, Alert, and Notification Systems	Define warning systems.
	Define alert systems.
	Define notification systems.
	Describe the different types of warning systems.
	Describe the key elements of the public warning process as defined in *Protecting America's Communities; An Introduction to Public Alert & Warning*; Partnership for Public Warning, PPW Report 2004-2.
	Describe the myths about warning systems.
	Identify and discuss the three components of a successful warning strategy as defined in *Protecting America's Communities; An Introduction to Public Alert & Warning*; Partnership for Public Warning, PPW Report 2004-2.
	Identify and describe the Emergency Alert System (EAS) protocols.
	Identify and discuss the information dissemination channels that can be used to create an effective public warning system.
	Discuss what motivates people to listen to or heed a warning, alert, or notification.
	Discuss how to develop and disseminate alerts and warnings that are appropriate for and will reach diverse segments of a community.
Pro-2 Mass Care, Emergency Assistance, Housing, and Human Services	Describe the purpose and scope of Emergency Support Function (ESF) 6.
	Describe the different types of shelters (e.g., ad hoc, pre-planned).
	Identify the stakeholders directly involved in providing shelter.
	Explain why emergency managers and shelter planners should consider sheltering systems for functional needs populations.
	Describe the process used to determine the number of square feet required per person for emergency shelters, with regard to both long- and short-term shelters.
	Discuss the services that may be needed at, and the logistical support that may be required by each type of shelter.
	Discuss how to assess the demographic profile of a community to determine the type of assistance that may be required (e.g., by different populations) during an incident.
	Discuss the types of assistance that government agencies and volunteer-based organizations can provide during the response phase of an incident.
	Discuss the need for, and how to establish provider agreements with, the private sector (e.g., for equipment and supplies).
	Describe the types of emergency assistance that may be provided at

Competency Area	Competency Statements
	the local level, other than the "mass care" services defined by ESF 6.
	Identify and discuss the services associated with the housing function of ESF 6.
	Identify and discuss the services associated with the human services function of ESF 6.
	Describe the functions of a Disaster Recovery Center (DRC).
	Describe the functions of the National Processing Service Centers (NPSCs).
Pro-3 Mass Prophylaxis	Define mass prophylaxis.
	Discuss the functions of the Strategic National Stockpile (SNS).
	Describe the Cities Readiness Initiative (CRI) Program.
	Identify the nine essential stakeholders that should be included in the planning process for mass prophylaxis as defined in *Community-Based Mass Prophylaxis: A Planning Guide for Public Health Preparedness* (Agency for Healthcare Research and Quality [AHRQ], HHS).
	Discuss the role of emergency management in the receipt, storage, and transportation of SNS assets.
	Discuss the types of support (e.g., transporting supplies) needed for a mass prophylaxis operation.
	Discuss the purpose and processes for establishing Points of Dispensing (PODs) or Dispensing/Vaccination Clinics (DVCs).
	Discuss the logistical issues with regard to PODs and DVCs.

Table 2-7: Response. This competency area focuses on the knowledge and/or skills emergency management professionals need to mobilize resources; assess an incident; prioritize goals, tactics, and resources; and coordinate with other organizations and community members during all-hazard incidents, both natural and manmade.

Competency Area	Competency Statements
Response-1 Operations (Incident Command and Emergency Operations Centers [EOC])	Describe the Incident Command System (ICS).
	Describe the roles and responsibilities of the Incident Commander.
	Explain the concept of Unified Command.
	Explain when Unified Command should be established.
	Identify and describe the command and general staff positions.
	Identify and describe the five major management functions within the ICS.
	Identify and describe the intelligence/investigations function.
	Define and explain Area Command.
	Identify and discuss the responsibilities of Area Command.

Competency Area	Competency Statements
	Identify and discuss the elements and authorities of a Multi-Agency Coordination (MAC) system.
	Discuss the role and authorities of the EOC and when it should be activated and deactivated.
	Discuss examples of how the EOC supports and coordinates field activities during the response to an incident.
	Discuss how to determine when the staffing of ICS and EOC functions should be increased or decreased during an incident.
	Discuss how Incident Command and EOC operations interface.
Response-2 Resource Management and Logistics	Define expendable and non-expendable resources.
	Discuss how to identify the resources needed during an incident.
	Discuss the process of mobilizing and tracking resources during an incident.
	Describe the demobilization process for expendable and non-expendable resources.
	Describe the development and maintenance of a resource inventory and management process, to include resource allocation and prioritization.
Response-3 Situational Awareness	Discuss the actions required to maintain situational awareness during the response to an incident.
	Describe how to identify the loss of situational awareness during the response to an incident.
	Discuss the barriers to situational awareness during the response to an incident.
	Describe the process of distributing information and creating a common operating picture.
Response-4 Special Teams	Describe the specialized/technical response teams that may be available to assist during or enhance the response to an incident.
	Discuss how to access special teams from another jurisdiction and/or other agencies when not locally available.
	Discuss why jointly held training and exercises, and general interaction among specialized/technical response teams, increase efficiency during the response to an incident.
Response-5 24/7 Operational Readiness	Define operational readiness.
	Discuss how to ensure that the facilities, personnel, equipment, and procedures are ready to support safe conduct of response activities.
	Discuss how to determine readiness levels.
	Discuss the need to maintain the currency of personnel qualifications, to routinely verify that training and qualification requirements are being met, and to review employee job task analyses.
Response-6 Supporting Senior Officials	Define and describe the roles and responsibilities of senior officials during an incident.
	Define the process for declaring an emergency/disaster.
	Describe the different types of Federal declarations.

Competency Area	Competency Statements
	Discuss the impact of various political structures on response operations.
	Identify and discuss the information that should be shared between senior officials and the Incident Command/Unified Command/EOC.
Response-7 Public Information	Describe how to manage public information during a response.
	Define and discuss the impact that Web 2.0+ has on current emergency management.
	Define Geospatial Intelligence System (GIS) and discuss its use in and benefits to emergency management.
	Identify and describe the elements involved to use spatial data.
	Describe the resources required for a GIS.
	Identify and describe the GIS platforms currently available (e.g., Areal Locations of Hazardous Atmospheres [ALOHA], and Computer Aided Management of Emergency Operations [CAMEO]).
	Define Common Operating Platform.
	Identify and discuss commercially available systems such as Virtual EOC, Blue Emergency Management, and WebEOC, etc.
Response-8 Demobilization	Identify and discuss the required elements of a demobilization plan.
	Identify when the demobilization process should begin.
	Discuss the roles and responsibilities of key personnel and stakeholders during the demobilization process.
	Describe the challenges that may occur during demobilization (e.g., the inability to replace expendable resources, damaged equipment).
	Discuss the procedures for closing out an incident.

Table 2-8: Recovery. This competency area focuses on the knowledge and/or skills emergency professionals need to recover from an incident, including developing, coordinating, and executing service- and site-restoration activities to restore affected areas or communities after all-hazard incidents, both natural and manmade.

Competency Area	Competency Statements
Recovery-1 Short-Term Recovery Strategies	Define short-term recovery.
	Describe short-term recovery operations.
	Describe the short-term recovery tasks (e.g., food and housing issues, and debris management).
	Identify and discuss the three basic types of physical damage assessments.
	Describe the resources needed to conduct damage and safety assessments of civil, commercial, and residential infrastructure.
	Define long-term recovery.

Competency Area	Competency Statements
Recovery-2 Long-Term Recovery Strategies	Describe the long-term recovery process.
	Community (social and institutional)
	Describe the impact of a disaster/incident on society/the social networks of a community, the environment, and the economy.
	Discuss strategies for supporting community members in coping with the loss of the physical resources needed to manage a home and maintain family continuity.
	Identify and discuss the basic components of household recovery.
	Discuss how the socioeconomic status (i.e., education and income) of a community impacts its recovery process.
	Economic
	Discuss strategies for coping with uninsured losses.
	Discuss the impact that business continuity plans can have on the economic recovery of a community.
	Describe economic strategies for recovering or generating lost income and tax revenue after an incident.
	Environmental
	Describe the ecosystems and ecological infrastructure that need to be preserved, restored, and/or protected before, during, and after recovery operations.
	Psychological
	Discuss appropriate strategies for facilitating the psychological recovery of survivors, first responders, and the broader community.
	Explain why some populations may need extra support to recover from the psychological impact of an incident.
	Physical
	Discuss how to use standardized procedures to identify qualified contractors that provide recovery/restoration services.
	Discuss how to prioritize the schedule for restoring critical infrastructure services, facilities, and assets.
	Discuss the requirements for the decontamination or safe demolition, removal, and disposition of contaminated debris.
	Funding
	Describe the funding assistance programs available as defined in Title IV of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act).
	Describe funding issues when an incident is not declared an emergency/disaster.
	Discuss the funding available through the Federal Highway Administration (e.g., the Emergency Relief Program).
	Identify the point at which the Small Business Administration can make the following available without a disaster declaration: (1) Physical Disaster Loans for Individuals, (2) Physical Disaster Loans

Competency Area	Competency Statements
	for Businesses, and (3) Economic Injury Disaster Loan Program.
	Describe the Economic Development Administration's programs for promoting economic development and recovery after an incident.
	Discuss the incident recovery-related grants and loans that may be available from the Rural Development Program, U.S. Department of Agriculture.
	Sustainable Redevelopment
	Discuss how to engage the community in activities designed to minimize the impact of a disaster, strengthen their ability to recover with minimal outside assistance, and facilitate the recovery of all population segments and economic sectors.
	Discuss how to mobilize political and/or community support for changing development policies to ensure that recovery efforts result in sustainable communities.
	Identify strategies and tools for creating/enhancing sustainable and resilient communities.
Recovery-3 Recovery Policies	Describe how to continually evaluate, and revise as needed, recovery process-related policies (e.g., communication).
Recovery-4 Public Information	Describe how to manage public information during recovery.