NIMS Implementation Objectives: State Perspectives



FEMA

Minnesota: Implementation Progress

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Purpose of the Discussion

- “The purpose of this document is to assist with deciding the path toward National Qualification System (NQS) implementation for the state of Minnesota.”
- Outlined FEMA EMPG Tasks

Background of the Work Group and Implementation in Minnesota

- In September 2021 the NQS workgroup at the Department of Public Safety, Division of Homeland Security and Emergency Management (HSEM) was established to review the Notice of Funding Opportunity for EMPG that included NQS implementation.
- Self Certification through MNICS or AHIMT
- No standard list held within HSEM
    - Dependency on other organizations when requests come in

Current Situation

Advantages	Challenges
Low cost to HSEM	MN does NOT currently meet NQS standard
Low time commitment to HSEM	No clear path or guide for responders to become NQS certified or credentialed
	Lacking experienced (or proof) and/or qualified resources within MN
	No data to support resource gaps or needs
	Difficult to support mutual aid requests, internally (example: ONL EOC resources needed)
	Below average participation in EMAC
	No state oversight or policy – agencies and private organizations currently determine who is qualified and credentialed

Option 1- Recommendation

Advantages	Challenges
The program would be well managed at state level to ensure EMPG requirements are met	Staff cost to HSEM
This position would have the ability to augment the training and exercise team	A new position would have to be created
A dedicated individual allows program to be implemented within a single HSEM program area	
Customer satisfaction • Program management would be a priority • Customer needs and concerns would be addressed promptly • Minimal reliance on outside organizations for program success	
Ensures well qualified individuals are deployed and would be successful in their mission as it pertains to mutual aid	
Program improvement opportunities	

Options 2 and 3

Option 2

- Twenty hours per week added on to someone's current responsibilities. Outlined FEMA EMPG Tasks

Option 3

- Five hours per week added on to someone's current responsibilities.

Presented the options to HSEM Leadership Team

Guidelines

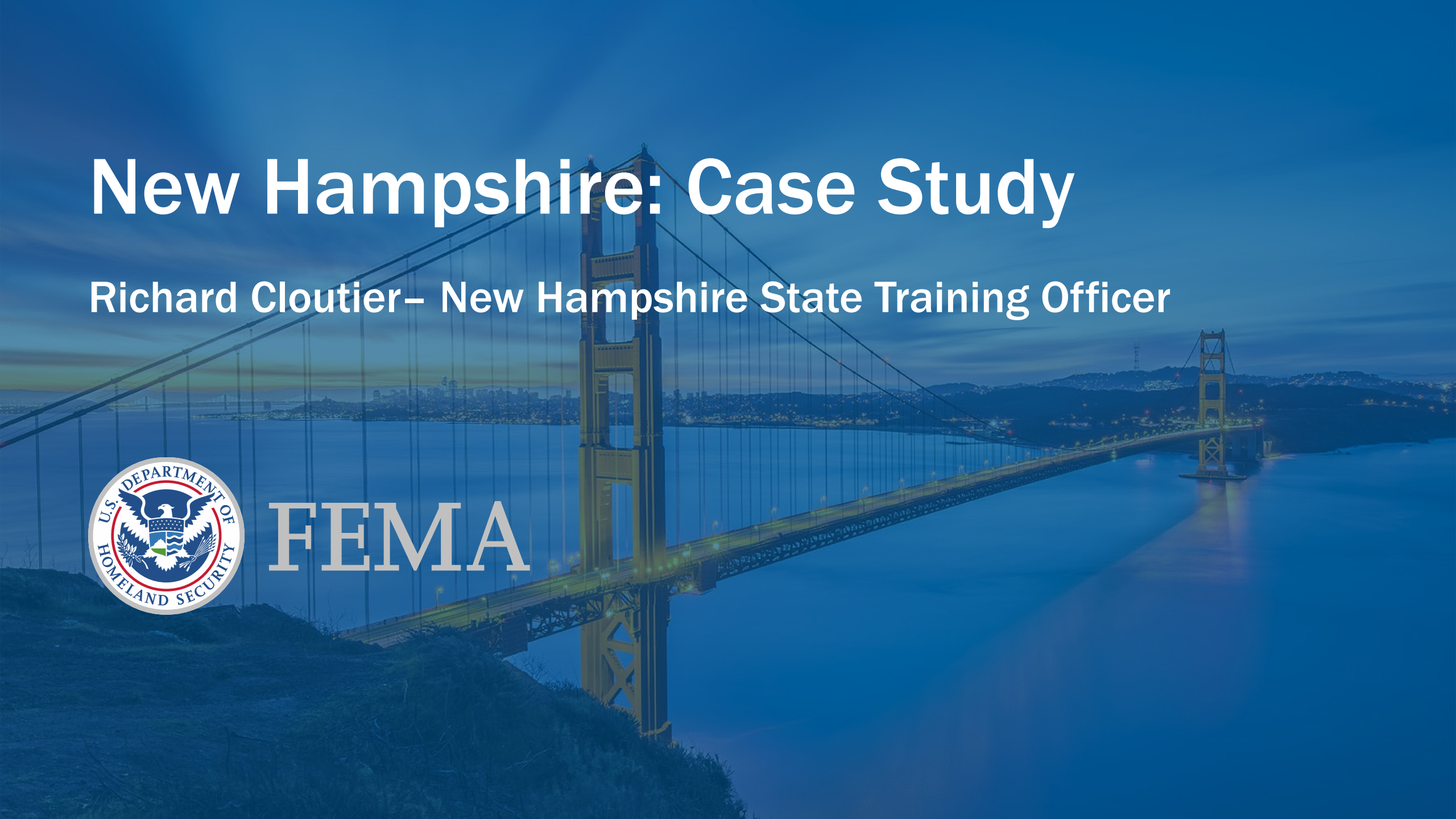
- Not standardized per NIMS & NQS Guidelines.
- Establishment of credentialed Coaches & Evaluators
- Grandfathering vs. Creating new hoops, in the establishment of NQS standards
- EOC positions & PTB process differences versus (AHIMT) FEMA RTLT – NQS positions & PTB process
- System platform most appropriate and functional to use for NQS process

Best Practice / Success So Far

- Creation of NQS (MQC) – Working Group (WG) : Works out the “kinks” before presenting information to leadership.
- Starting small with Position Task Books (PTB) for the
  - EOC positions (PTB created).
- Multiple disciplinary Qualification Review Board (QRB) – (creation in progress)
- Reaching out to other states.

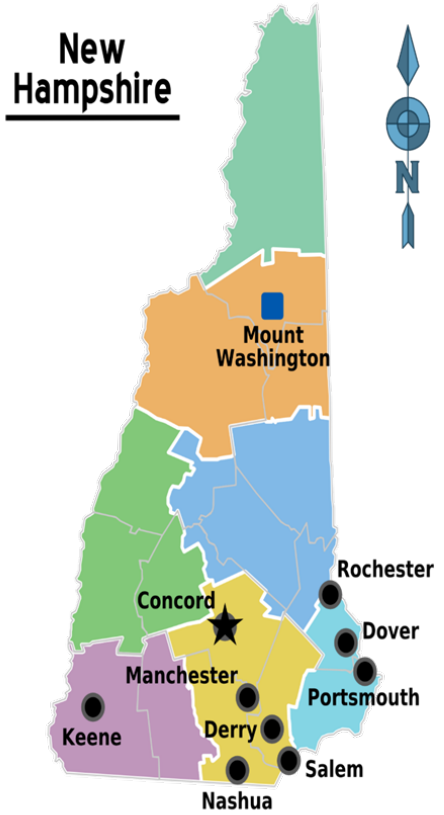
New Hampshire: Case Study

Richard Cloutier– New Hampshire State Training Officer



Background

- NH Population 1,395,231 (7/1/2022)
- 1 IMT team that is not very active
- No real NWCG Standards or Wildland Fire Position Qualifications in NH
- No county EMAs
- HSEM Staff ~66 currently with FT & PT
  - 1 person who coordinates NQS * other duty as assigned



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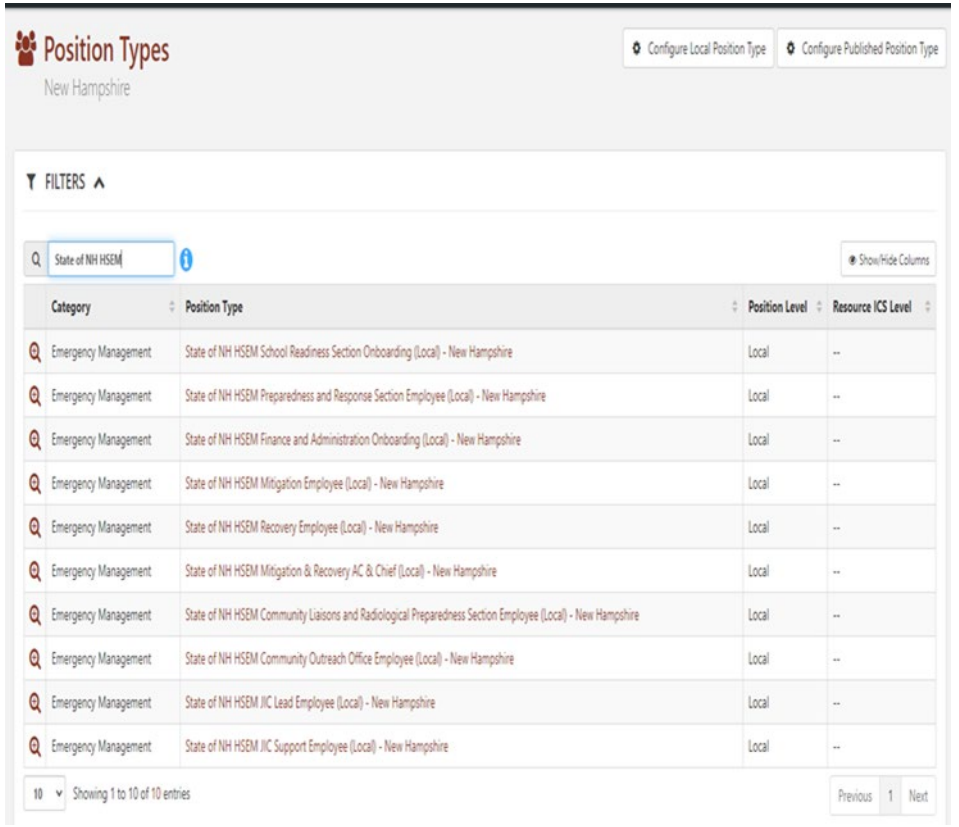
Lesson Learned

- Requirements vs Career Development
- Get management buy in
- If you're starting from scratch, start small
- Match your EOC to the skillsets
- Find partners
- Get creativity

Requirements vs Career Development

All State of New Hampshire HSEM Employees are currently in OneResponder

This allows them to be assigned any NH or NQS PTB and be able to pull up the appropriate training requirements for the position.



Get Management Buy in

State of NH National Qualification System (NQS) Implementation Plan

Priorities

1. *Qualify personnel*
2. *Establish policies and process*
3. *Identify and rectify training and experience gaps of identified personnel*

Planned Work			Expected Results			
Resources/Inputs	**Activities**	**Outputs/Products**	**Outcomes**			**Goals/Impacts**
			Short-term 6 months	**Mid-term** 1 year	**Long-term** 2 years	
• NH HSEM State Training Officer	• Write/update applicable policies	• Plans	• Establish policies & plans	• Issue PTBs to all applicable staff	• All NH HSEM staff satisfy NQS baselines	• Improve capability
• NH HSEM Preparedness & Response (P&R) Section Chief	• Identify/assign roles and responsibilities	• Procedures	• Establish QRB	• Continue pilot program	• Rollout to other jurisdictions	• Fill identified training gaps
• Assistant NH HSEM P&R Training & Exercise Section Chief	•Establish a QRB	• Quality Review Board	• Start pilot program	• Implement PTBs for pilot program		• Decrease staff turnover
• State of NH Emergency Management Academy	• Conduct a Pilot Program utilizing the NH EMA	• OneResponder accounts (agency and stakeholders)	• Establish PTBs for pilot program	• Certify staff as QRB/mentors/signers		• Increase training and deployability
• FEMA guidance	• Identify training & task requirements	• Position Task Books (PTB) issued for select responders	• Establish mentors, coaches, and signers			• Reduce implementation, time, cost, and paperwork
• OneResponder	• Create/Edit PTBs to add NH identified needs					• Increase staff retention with better training on onboarding
• Training SOPs	• Establish mentor, coaches, &signers cadre					• Increase documented organizational depth

Challenges, Limitations, and Considerations	**Overall Goal**
• Staff retention/turn-over (implementation staff, qualified personnel, trainers, etc.) • Disaster declarations may alter timeline • Leadership priorities may change or not align • Competing with other agency priorities • Lack of opportunities and personnel to complete PTBs	Improve professionalism through training and experience in the Emergency Management profession in New Hampshire

Approvals **Date**

Chief of Preparedness & Response for NH HSEM: Robert A Christensen 12/19/22

Director of NH HSEM: Ret M. Bd 12/20/2022

If you're starting from scratch, start small

Pilot Positions

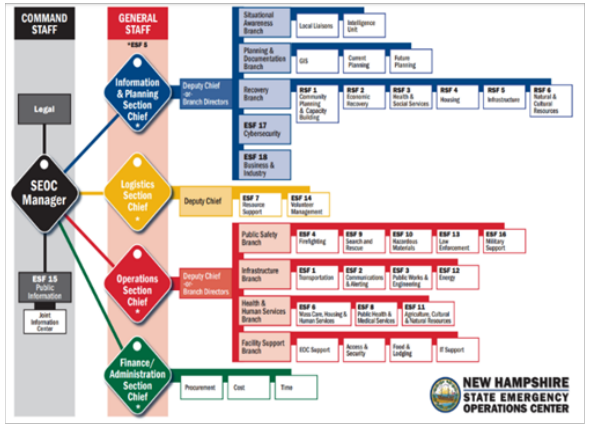
State

- All HSEM Agency Positions
- SEOC Positions

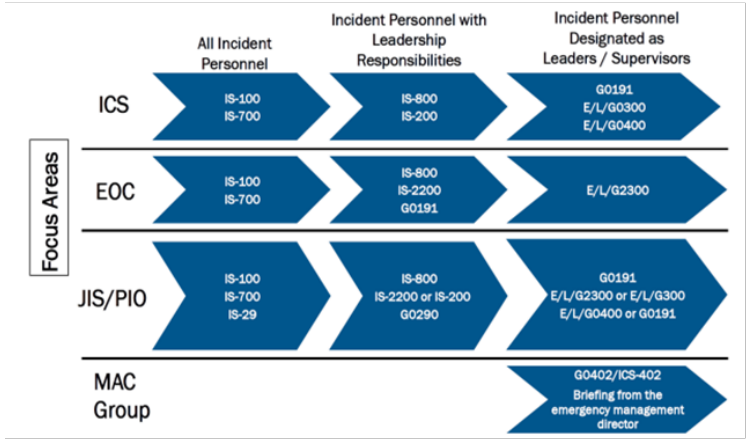
NQS

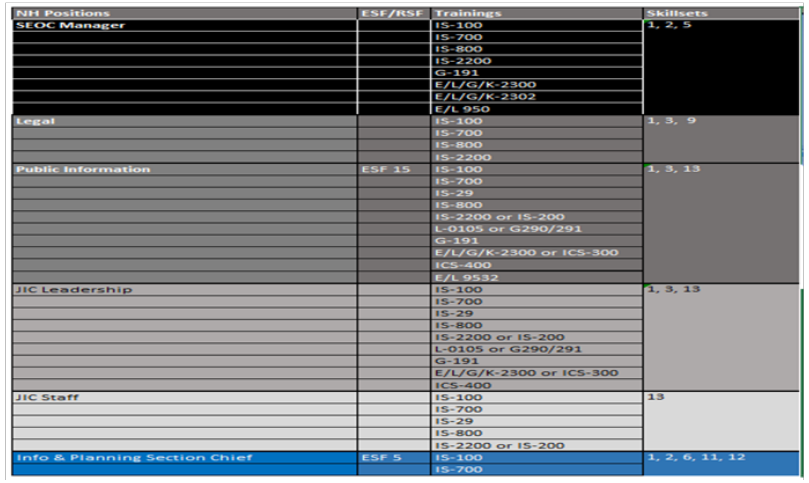
- Incident Commander
- Liaison Officer
- Safety Officer
- Incident Command System PIO
- Operations Section Chief
- Planning Section Chief
- Logistic Section Chief
- Finance/Administration Section Chief
- Incident/Exercise Evaluator

Match your EOC to the skillsets









NH Positions	ESF/RSF	Trainings	Skillsets
SEOC Manager		IS-100	1, 2, 5
		IS-700	
		IS-800	
		IS-2200	
		G-191	
		E/L/G/K-2300	
		E/L/G/K-2302	
		E/L 950	
Legal		IS-100	1, 3, 9
		IS-700	
		IS-800	
		IS-2200	
Public Information	ESF 15	IS-100	1, 3, 13
		IS-700	
		IS-29	
		IS-800	
		IS-2200 or IS-200	
		L-0105 or G290/291	
		G-191	
		E/L/G/K-2300 or ICS-300	
		ICS-400	
		E/L 9532	
JIC Leadership		IS-100	1, 3, 13
		IS-700	
		IS-29	
		IS-800	
		IS-2200 or IS-200	
		L-0105 or G290/291	
		G-191	
		E/L/G/K-2300 or ICS-300	
		ICS-400	
JIC Staff		IS-100	13
		IS-700	
		IS-29	
		IS-800	
		IS-2200 or IS-200	
Info & Planning Section Chief	ESF 5	IS-100	1, 2, 6, 11, 12
		IS-700	

Find partners

- New England Exercise & Training Officer (NEETO) Group
  - Subgroup dedicated to working together
    - Very different structures but similar issues
    - Split workloads
    - Creating an SEOC matrix
    - Different point of view
    - Keep our sanity



Get Creative

Mentors

Signers



Coaches

QRBS

Work in Progress

Other Challenges

- Organizational restructure
- Organizational depth/lack of time & resources
- Changing priorities
- Issues with OneResponder
- Working it into the IPP
- Acquiring those hard-to-find classes
- “Other agency” buy in & who will ultimately fall under this umbrella?
- Changes from FEMA and grant requirements

New York: Implementation Progress

Rebecca Wilburn



Lessons Learned

- Get management buy in
- Develop a plan
- Developing task books
- Signing task books
- Establishing a review board
- REVISE



Get Management Buy In

- Credentialing is a standard to strive for not a minimum qualification.
- Grants are tied to credentialling
- Go to management with a plan and a process
- Discuss term deployable
- How it will improve the EOC
- Ask to have staff assigned and quantify time expectations

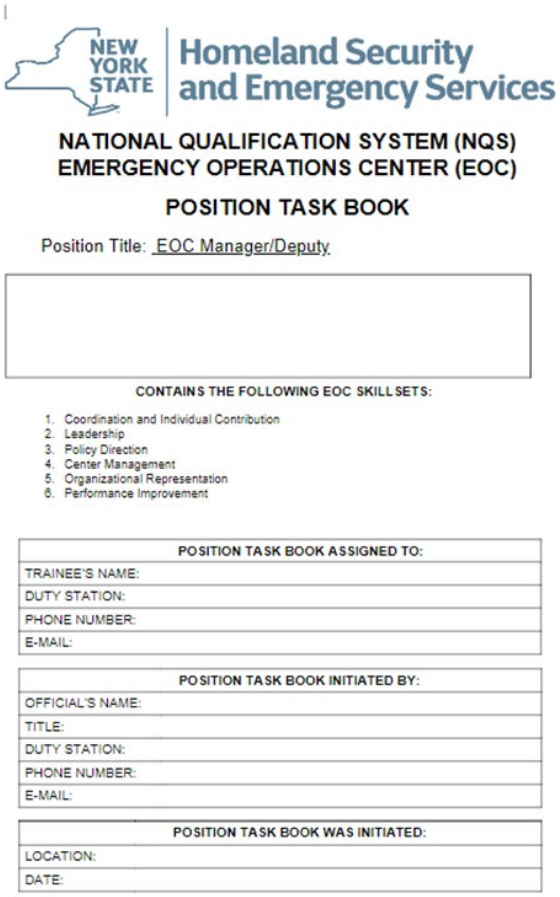


Developing the plan

- Start with a plan on how to accomplish
- Do not overcomplicate the plan
- Make credentialing in a position achievable in a reasonable amount of time
- Things you may want to include
  - Qualifications process for a new staff
  - Qualifications process for prior experience
  - Approval process (leave room to include management)
  - Documentation and tracking

Develop Task books

- Start with leadership positions
- Use the EOC skillsets but make them match your EOC
  - Some tasks or examples may not fit your EOC
  - Some tasks can be demonstrated utilizing methods different then what FEMA suggested
- Look for opportunities to build on other task books
- Make the training and demonstration criteria achievable



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NATIONAL QUALIFICATION SYSTEM (NQS)
EMERGENCY OPERATIONS CENTER (EOC)

POSITION TASK BOOK

Position Title: EOC Manager/Deputy

CONTAINS THE FOLLOWING EOC SKILLSETS:

1. Coordination and Individual Contribution
2. Leadership
3. Policy Direction
4. Center Management
5. Organizational Representation
6. Performance Improvement

POSITION TASK BOOK ASSIGNED TO:
TRAINEE'S NAME:
DUTY STATION:
PHONE NUMBER:
E-MAIL:

POSITION TASK BOOK INITIATED BY:
OFFICIAL'S NAME:
TITLE:
DUTY STATION:
PHONE NUMBER:
E-MAIL:

POSITION TASK BOOK WAS INITIATED:
LOCATION:
DATE:

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Task Book Sign Offs

- Need to identify who is going to get approved without a task book
  - Prior experience
  - Management approval
- Train those that will be signing taskbooks
- Can not be one person
- Requires time to observe, coach, mentor and then sign
- Need to track progress





Qualifications Review

- Set up the board
  - Look to people who have worked in leadership positions in the EOC in major incidents
  - Diversity
  - Not the same people as are approved to sign task books
- EOCs are different then IMTs and the IMT staff may not be the best people
- Train the board
- Develop a reporting and tracking method
- Remember credentialing is to a position at a certain complexity

Final Thoughts

- This is an opportunity to strengthen the EOC
  - Identify gaps
  - Refine/Reorganize
- Evaluate and revise the program and task books
- As individuals are credentialed you now have a bigger pool of people to mentor others and sign task books
- Will share with locals as they start to develop their programs
- Starting to work with other State Agencies that support NYS EOC, County EOCs, and support EMAC
- This requires a substantial time commitment and dedicated staff

AHIMTA: Updates and FAQs

Mike Rubenstein



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Thank you

Comments or Questions?
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