FROM THE NEW USACRC COMMANDER

Safety Professionals,

It’s a tremendous honor to address you as the new director of Army Safety and commander of the U.S. Army Combat Readiness Center! In my short time at this organization, I have been impressed with the work our dedicated team of CP-12 professionals do every day across the Army. I look forward to meeting many of you during my travels while in command. The USACRC team is committed to helping you shape and promote Army Safety.

Throughout my career, I have personally experienced the incredible support competent and proficient safety professionals bring to commanders. You are the subject matter experts that commanders at echelon turn to for professional assessments and recommendations. To push your expertise to the lowest possible level, my team is currently developing an exportable briefing package for use at your local company commander and first sergeant courses. The intent is to equip and empower you with trends and safety information affecting the Army at large, while you tailor the presentation to your units’ unique hazards and mitigation measures. We plan to pilot the presentation at Fort Rucker in December and will distribute Army-wide early next year.

I want to reiterate a couple of initiatives Dr. Brenda Miller and the CP-12 Functional Chief Representative team are undertaking to better professionalize the SOH workforce. These efforts have collectively spanned several years and should greatly benefit both current and future safety careerists.

• Apprentice hiring for FY20: CP-12 apprentice recruiting opened 3 September 2019, with 32 new hire allocations available through the Army Career Development Program (ACDP). Replacing the ACTEDS intern program, ACDP is a hiring tool focused on developing a pipeline of Army civilians who are functionally proficient and demonstrate the ability to assume future leadership positions. The program’s objective is to ensure a technically trained and proficient cadre of civilian leaders to support the Army mission.
• Manpower modeling: CP-12 is in the final validation phase of developing a new Manpower and Reserve Affairs-approved Army Safety and Occupational Health Manpower Model that will establish minimum essential manpower requirements necessary to conduct core Army Safety functions for GS-0017, GS-0018, GS-0019, GS-1306 and GS-0803 occupational specialties. This new model will close gaps in requirements, skills, placement and program management and provide the basis for future SOH force structure regarding organization, grades and job series.

Safety is an everyday fight, which means we can never rest on our laurels. We must continue to rapidly share lessons learned from any mishap or near miss, and each of you are in a position to flatten communications across your respective commands. I ask each of you to review how you disseminate information across your organization, who it’s going to, and if you’re achieving the effect you’re seeking. Please let me know how the USACRC can better support and advocate for you. Thank you for what you do every day for our Army and the Soldiers and DA Civilians entrusted to us.

Readiness Through Safety!

COL Hilmes is a 1995 graduate of the U.S. Military Academy and most recently served as deputy commanding officer for Maneuver, 3ID, Fort Stewart, Georgia. He has completed numerous deployments to Iraq, Afghanistan and Bosnia-Herzegovina and is a recipient of the Silver Star. To view his biography, visit https://safety.army.mil/HOME/Leadership

COL Andrew C. Hilmes
Director of Army Safety
Commander, U.S. Army Combat Readiness Center
MESSAGE FROM THE CP-12
FUNCTIONAL CHIEF REPRESENTATIVE

Dr. Brenda Miller
Senior Safety Advisor,
CP-12 Functional Chief Representative
Fort Rucker, Ala.

Hello fellow careerists!

Reform is an imperative as we move forward in safety and occupational health. Reform will require a holistic look at the Army’s Safety and Occupation Health (SOH) enterprise and determining what a modernized SOH enterprise should look like in 2028.

What does that mean for our communities of practice in CP-12? I would like to offer some thoughts:

-Do we have the framework and associated tools in place to manage risks in our Army?

-Is the SOH culture tied to readiness? Are we promoting a SOH culture that supports Army readiness?

-Do we adequately communicate to Army Senior Leaders the gaps in SOH and the risk decisions they need to make associate with these gap?

-Do we have the right resources at the right locations to support readiness?

-Are SOH policies compatible with the Army’s strategic objectives?

-Do our SOH goals and objectives support readiness?

-What competencies are needed for future Safety and Occupational Health Professionals across the career program?

-Do we have leadership support and commitment for SOH?

-Have we codified our authoritative data sources? What mandates our mission? Can we articulate the mission and sources in a clear, concise, and succinct manner?

-Are we effectively communicating risks and controls across the force?

-What are the trends for SOH 10 years from now? 20 years from now?

-Are we leveraging technology to reduce risk? Have we considered SMART PPE, etc…?

-Do we have the appropriate pipeline in place to ensure we have the right people at the right place at the right time?

-Do we have careerists who can act quickly without sacrificing critical thinking?

-Do our communities of practice have a sense of mission and purpose? Do we have a cognitively diverse workforce?

-Are we transforming AARs from past failures into aids for future success? Are we measuring performance in the SOH community of practice? Should we incorporate a Before Action Review (BAR)?

-How do we inform Joint Doctrine?

SOF modernization is a key objective of the Army Senior Leaders. In October the ASA IE&E, ESOH military deputy COL Kent Broussard kicked off the Army Integrated Product Team (IPT) for this effort. This IPT will hold monthly meetings to identify a modernized Army SOH enterprise by end of FY20. This month brought about the release of the Army People Strategy, the roadmap the U.S. Army will
use to build a 21st century talent-based personnel management system, reform essential quality of life programs, and build cohesive teams that are ready, professional, diverse, and integrated for the Joint Force. So what does this mean for Career Program-12 (Safety and Occupational Health)?

The Army People Strategy provides the guidance, framework, and conceptual basis for follow-on implementation plans. One plan, the Human Capital Implementation Plan, will address four lines of effort:

- Transform workforce planning and management
- Develop talent
- Evolve Career Programs to be integral to the People Enterprise
- Build world-class supervisors

The Army employs approximately 300,000 civilians, placing the Army in the top 15 U.S. private-sector corporations and the third largest federal employer. Qualified professionals make up more than 39% of the Army’s day-to-day workforce. Organizations employing the largest number of civilians include AMC (the largest since civilians make up 95% of the workforce), USACE, and MEDCOM.

The Army relies on our civilian workforce to provide stability and continuity across the Generating Force, allowing soldiers to focus on warfighting. It is critical that we have the right people with the right skills in the right places across our force!

Recently the Secretary of the Army transitioned the Army intern program to an Army Apprentice Program. The new program direction transitions the Intern Program from a “Civilian entry-level employment accession tool” to a “succession hiring tool” focused on developing a pipeline of future Army leaders that target skill sets to support the future Army mission. CP-12 was allocated 32 apprentices and will be working closely with the Apprentice Recruitment Cell in Rock Island to fill the positions.

Currently, civilian talent management is mostly decentralized, the opposite of how the military is managed. Talent management must address knowledge, skills, behaviors, and preferences, a concept that the new Army Civilian Implementation Plan will address. Career programs will be valued partners in this effort.

Intended outcome? The most respected, agile, engaged, and ready Safety and Occupational Health workforce (across all 25 job series).

People are the strength of the Army. Taking care of people drives readiness, modernization, and reform. The Army’s ability to achieve its mission of fighting and winning the nation’s wars hinges on the success of the Army People Strategy. The Army People Strategy represents a commitment to innovation and thoughtful leadership in the realm of people management. It articulates what the Army must do to win. Army readiness, modernization, and reform efforts must be supported by a 21st century talent management system and essential quality of life enhancements, fundamentally improving the way the Army manages people, who are the Army’s center of gravity.

What can you do to prepare yourself for the future? Change is on the horizon – prepare for it!

- Complete the CP-12 Skill Level I training requirements; apply for the professional certificate in your discipline (SOH, EM, Explosives, Engineering (in development))
- Register in Army Career Tracker (required for all DA Civilians)
- Prepare your Individual Development Plan (IDP) (required for all DA Civilians), gain approval, input in Army Career Tracker
- Review the Career Map for your series. Your career map is a graphic depiction of competencies, training and education, and additional information that is designed to help you plan for your future. These are not specialized competencies, they are foundational across the series. This is just one tool you can use to prepare an IDP. Talk to your...
supervisor, colleagues, and senior professionals in your job series and ask them what training they would recommend. Competencies are directly linked to career maps and training plans.

- Understand the Army as a Profession. Learn more about it at the Center for Army Profession and Leadership – https://capl.army.mil/.

- Be familiar with the Army Planning Process and associated guidance (National Defense Strategy, National Military Strategy, Defense Planning Guidance, The Army Strategy, etc.). Learn more about these at the following links:
  • Read Professional Journals and Books to stay abreast of changes in the Army and in your field.
  • Military Reading List - https://www.militaryreadinglist.com/service-reading-lists/army-reading-list/
  • How to do Leader Professional Development - http://fieldgradeleader.themilitaryleader.com/category/the-army/
  • Military Hot Topics - https://www.armyupress.army.mil/Special-Topics/Hot-Topics/Mission-Command/
  • Institute for the Study of War - http://www.understandingwar.org/publications
  • Strategic Studies - https://ssi.armywarcollege.edu/

**Recommended Actions**

- Ensure the careerist’s position description (PD) is aligned to the correct career program. If not, contact the CP-12 FCR.

- Review and discuss the careerist’s IDP using career maps and the Army ACTEDS Catalog to guide the IDP goal setting conversation.

- Discuss Army Career Programs, the role of the Career Program Manager, the CP-12 Proponency Office, and following the CP-12 community page on Army Career Tracker.
- Ensure careerists have an Army Career Tracker and GoArmyEd account.

**Centrally Funded Government Training**
- Senior Enterprise Talent Management (SETM); GS-14/15
- Enterprise Talent Management (ETM); GS-12/13
- Army Congressional Fellowship Program (ACFP); GS-11 – GS-14
- Defense Civilian Emerging Leader Program (DCELP); GS-7 – GS-12
- Leadership for a Democratic Society (LDS); GS-15
- Senior Leader Seminar (SLS); GS-15
- Harvard Senior Fellows; GS-14/15
- Senior Manager Course; GS-14/15

**Army CP-12 Funded Training**
- Short term training courses that meet a competency gap and are part of an approved IDP
- Developmental assignments (if funding is available)
- Academic degree training (when there are funds)

**Civilian Education System (CES)**
- Foundation Course; DL providing Army Civilian leadership foundation
- Basic Course; GS1 – GS9
- Intermediate Course; GS10-GS-12
- Advanced Course; GS13-GS15
- Continuing Education for Senior Leaders (CESL); GS-14/15
- Supervisory Development Course and Refresher; Mandatory for supervisors

**Note:** You must have an approved IDP in Army Career Tracker AND you must have an active GoArmyEd account to apply for training.

**DID YOU KNOW?**

**Individual Development Plan**

- An Individual Development Plan (IDP) is a tool to assist employees in planning their career and personal development goals.
- Its primary purpose is to help employees reach short and long-term career goals, as well as improve current job performance.
- An IDP is not a performance evaluation tool or a one-time activity.
- The IDP represents the partnership between the employee and the supervisor, and involves preparation with continuous feedback.
As I begin my second year as the Army Emergency Management Program's Program Manager as well as the Functional POC for the CP-12, 0089, Emergency Management (EM) Specialist career field, I want to highlight several significant accomplishments for these programs. Some of the more significant milestones include the publishing of AR 525-27 Army Emergency Management; the designation of the Secretary of the Army as the DoD Executive Agent for Enterprise Mass Warning and Notification, and further delegation to Army G-3 as the Responsible Official; the continued migration to the Alert! Mass Warning System; the update of procedures and process for Level I and II certificate program and have a draft Level III plan pending approval from CP-12; the extension of our commitment with the Florida National Guard to operate our EM school at Camp Blanding, Florida; and successful defense of the EM program during the POM 22-25 Planning cycle.

The publishing of AR 525-27, Army Emergency Management in March 2019 codified EM Management training requirements that all personnel with Emergency Management responsibilities must receive. Our EM education and training program uses both civilian-developed and Army-developed training curricula and educational materials to validate an appropriate level of competency for Installation Emergency Managers, EM Coordinators, and EM teams. The Army Regulation also updated Emergency Management responsibilities, provided guidance for all-hazard planning, and improved many other areas.

In August, the SecArmy delegated to Army G-3 responsibility to serve as the Army's Responsible Official for DoD Enterprise Mass Warning and Notification (EMWN). This designation has huge repercussions in that the Army will designate a program executive office (PEO) to field a system once the requirements are identified. As Responsible Official, the Army will oversee the development of all DoD EMWN requirements and implementation of materiel solutions.

We are close to completing the migration of the first tranche of 77 Installations to "Alert!" a government- owned Mass Warning and Notification System. Because "Alert!" is government owned, the migration has saved approximately $6.3M by
reducing license fees and other overhead and has improved the outreach capability of Mass Warning and Notification across the Army. The success of the "Alert!" migration may lead a second tranche to other Army organizations such as USACE and many National Guard locations not included in the first migration. HQDA has renewed our partnership through Memorandum of Agreement with the Florida National Guard for hosting and operating the Army Emergency Management Training Center at Camp Blanding, Florida.

The purpose of the Training Center is to provide Army Emergency Managers, Emergency Operations Center Staff, and Emergency Management teams with the training needed to perform their EM responsibilities to professional standards similar to that of their civilian counterparts. FY 20 continues to be busy as we look to continue work on all things Enterprise Mass Warning and Notification. We expect the publication of DA PAM 525-27, Army Emergency Management will provide the policies and procedures required for the establishment of a single, comprehensive, and integrated emergency management program for Army Installations, facilities, and activities. We are actively working towards hosting an Army Emergency Management Workshop / Conference in spring 2020. We expect an emerging requirement to evaluate our Common Operating Picture software, based on language to be published in NDAA 20.

I have only touched above on the big-ticket, high visibility items. We expect FY20 will be a busy and exciting time for all of us.

• I am an Army civilian – a member of the Army team.
• I am dedicated to our Army, Soldiers and civilians.
• I will always support the mission.
• I provide leadership, stability, and continuity during war and peace.
• I support and defend the Constitution of the United States and consider it an honor to serve our Nation and our Army.
• I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.
• I am an Army civilian.
The Army Emergency Management Program serves as the single, comprehensive, and integrated EM program on Army installations, facilities, and activities. The Army EM Program is responsible for all activities and operations related to protecting, preventing, mitigating the potential effects of, responding to, and recovering from all multi-agency and/or multijurisdictional emergencies on or impacting Army installations worldwide. The Army Emergency Management Training Program exists to ensure the Army community is prepared for this mission. It consists of three main components, the Army Emergency Management Training and Education Program (AEMTEP) at the Regional Training Institute (RTI) in Starke, Florida; the Army Emergency Manager Certificate Program; and the National Incident Management Systems (NIMS) Administrator program. Through these programs, the Headquarters for the Department of the Army (HQDA) is professionalizing the Army Emergency Manager Career field 0089 Emergency Management Specialist and training Emergency Management teams to manage all hazards affecting Army activities worldwide.

The AEMTP is the program through which the 211th Regiment at Camp Blanding, Florida, conducts eight distinct in-residence Emergency Management courses at the Florida Army National Guard (FLARNG), educating Army Emergency Management professionals, Garrison protection staff, Installation Commanders, and Interagency Partners. These immersive, risk-centric, and capabilities-based courses strengthen preparedness and operational competencies needed to meet the needs of the Army’s protected populace while sustaining mission assurance. Each Army EM course is aligned with Army and National doctrine and procedures and supports the Army mission. To date, the RTI has educated 2,973 students from 151 installations, States’ National Guard, and other DoD organizations, across 55 states and territories and seven countries. The RTI has received overwhelmingly positive feedback from the field. The 211th RTI is the 2018 recipient of the Deputy Assistant Secretary of Defense for Homeland Defense, National Preparedness Campaign Award. Several students have shared incidences in which they have applied skills learned at the RTI to real-world operational response activities, including major weather storms in the Northeast, a train derailment, and wildfire responses in the west and mid-west. The Army Emergency Management Certificate Program
is part of the Combat Readiness Center's (CRC's) professional certificate program, which includes EM certificate tracks for Army Commands and Garrisons EM Professionals, the United States Army Corps of Engineers (USACE), and the Medical Command (MEDCOM). Each track has three levels of certificates that build upon the competency of the prior level and is designed to align with the training of our civilian counterparts. Level I certificates have the same requirements across all three tracks and requirements for Level II certificates vary between tracks. In July of 2019 senior leaders from all three tracks and the CRC met to review program requirements and application documents. At that meeting, requirements for the Level III certificate and the Certified Army Emergency Manager were fleshed out and agreed upon and existing materials were revised and updated. The Level III certificate and the Certified Army Emergency Manager were approved and are currently being implemented.

Each of these three components of the Army Emergency Management Training Program is a fairly recent addition to the Army Emergency Management community of effort, as the certificate program began in 2017 and the other two components began in 2015. Since the inception of these programs, the Army has made great strides not only in readiness but also in awareness of Emergency Management as a career field and demand for Emergency Management certificates and training. Anticipated future activities for these three programs include: ANSI validation of the Army Emergency Management Level III certificate and the Certified Army Emergency Manager credential after ANSI review is completed, as well as expanding the breadth of applicants applying for Level I and Level II certificates; receiving ANSI accreditation for three more courses at the RTI; and conducting a review of all Army Emergency Manager instructor qualifications to ensure they adhere to the new instructor requirements provided by FEMA in April 2019. Since their inception, these programs have improved the resilience of millions within the Army community and contributed to the overall readiness of the Army, and they will continue to do so as these programs continue to evolve and expand.
Emergency Management (EM) as a job series within the Army is relatively new. The GS-0089 EM under Career Program 12 (CP-12) is evolving as the mission changes.

In this article, I will share the OTSG perspective on the value of Certification and Qualification in developing as a professional EM. Full disclosure: I am an advocate for both higher education and external certification. I also acknowledge how each alone falls short of the ideal.

The minimum training requirements for Army EM personnel are defined in the Army Regulation (AR) and Department of Defense Instruction (DoDI) on EM and are for the most part easily met. This minimal training helps inform the maintenance of programs but addresses only one element of a well-rounded, professional EM.

As one pursues a career in Army EM, how does one stand out above peers? One way is to pursue additional education and training beyond the minimal requirements. Various avenues are available to accomplish this, from online FEMA coursework and state-sponsored training to online and resident college-level programs. Also available are the three tracks of the Professional Certificate in Army EM, an ANSI accredited, training based certificate under CP-12 described elsewhere in this issue. This education and training can be a positive discriminator in hiring, even in the absence of an established positive education requirement for the GS-0089 job series.

Another option to demonstrate professional development as an EM is the pursuit of certification. In the absence of an established government-sponsored certification, available options are sponsored by various state and international EM organizations. Most state EM certifications are variations upon the International Association of Emergency Managers (IAEM) Certified Emergency Manager (CEM®) credential. In the current environment, the CEM® is viewed as the de facto gold standard. In many cases, being certified is an additional positive discriminator in hiring actions. It is important to note that there are recognized shortcomings in the CEM® and by extension most of the derivative credentials: when it comes to demonstrated competence as an EM. In short, the CEM® is currently primarily based upon training and education, with very limited requirements for competence demonstration in an EM incident or exercise scenario. Over the coming years, an Army certification in EM which attempts to address these shortcomings is under development.

Army EM is moving beyond the days of qualification based upon training alone. This requirement for demonstrated competence is a variation of “Be, Know, Do”. Competency is “a set of prescribed tasks and behaviors demonstrating ability during an actual event that is evaluated by an individual who possesses equal or higher level qualification”. This demonstrated ability to perform as an EM professional during an incident is a widely recognized requirement within the response community. In partner response agencies, this is accomplished under Type Qualification- a documented method of validation and credentialing recognized across agency boundaries. Under OTSG Mission Assurance, we have developed a Type III Incident Management Team to the FEMA standard, providing the Surgeon General a capability for medical incident management support that is standards-based and interoperable with response partners. Our teammates in the US Army Corps of Engineers operate within a similar set of qualification standards, up to Type I level, to provide consistent response capabilities that are appropriately aligned with their FEMA and community partners.

From the perspective of both a professional GS-0089 EM series and an EM Program Manager, I am in a position to...
both recognize and address these shortcomings in the current imperfect environment. In our hiring actions for GS-0089 EMs, we give appropriate weight to both education and certifications while holistically viewing an individual's experience and demonstrated competence for the position under consideration. Development as a professional EM, well-rounded and capable, requires a blend of individual training and education, certification, and team-based type qualification to assure the ability of Army EM to provide the necessary capabilities for mission assurance on our installations and in partnership with our communities. I challenge all GS-0089 EMs to pursue this level of professional development. We have a unique opportunity to set the bar within DoD.

As an Emergency Manager, the most deadly scenario I fear involves pandemics. Pandemics do not discriminate against its victims. Remaining resilient is challenging when it comes to pandemics as they are unpredictable. Emergency Management and Public Health professionals work diligently to establish relationships to determine resource gaps, perform risk assessments, and validate response and recovery planning.

The U.S. Army Garrison Fort Detrick, located in Frederick County, MD, is home to the National Interagency Biodefense Campus. This provides a unique opportunity for partnerships with the state of Maryland and our local health departments. The National Interagency Biodefense Campus encompasses the Department of Homeland Security, the Department of Health and Human Services, the Department of the Navy, and the Department of the Army, and is the premier location for all infectious diseases research working with Biological Select Agents and Toxins or BSATs.

The Maryland Department of Health’s Strategic National Stockpile Coordinator approached Fort Detrick with an idea to empower federal entities in each county jurisdiction within Maryland to become a Regional Distribution Closed Point of Dispensing. The U.S. Army Garrison Fort Detrick, along with National Interagency Biodefense Campus partners, the Social Security Administration, the Department of Veterans Affairs, the Department of Agriculture, the U.S. Army Corps of Engineers, and the Department of Justice have agreed to join the effort to become the first in the nation to successfully coordinate this effort. In total there are 16 federal entities from six different cabinet-level agencies that will benefit from this partnership.

While the partnership idea is not unique, it helps consolidate resources and develop relationships to alleviate stress to organizations required to respond to support a pandemic situation. The Installation Management Command recognizes the importance of partnerships and emphasizes the development of them. As a result of minimized funding, sharing resources between organizations has become the preferred way to plan and respond to events. This agreement benefits all parties in the planning and execution effort. In the execution of this agreement, the Logistics Readiness Center and the Barquist Army Health Clinic on The U.S. Army Garrison Fort Detrick will receive the direct shipment(s) of Medical Countermeasures from the state of Maryland. The Barquist Army Health Clinic will account for and dispense medications and medical supplies to the federal partners in this agreement. Federal partners will dispense to respective employees and family members. The partnership will alleviate stress and allow the state and local health departments to focus resources to operate their Open Points of Distribution for the general public.

As we move forward, U.S. Army Garrison Fort Detrick will conduct training and validation of this agreement will be exercised to determine shortfalls. We hope that this will become a model for all Army installations to emulate and incorporate policies and procedures to become better neighbors, partners, and more effectively share resources in times of disaster.
The Army Emergency Management community continues to make strides towards professionalizing emergency management (EM) through the Army Emergency Management Training and Education Program (AEMTEP). In September of 2018, the Director G-34, Protection Directorate MG Joseph E. Whitlock, highlighted the program at the ACSIM Senior Commanders’ Conference. MG Whitlock noted, “AEMTP is an EM program capability multiplier alongside community resilience resources, emergency management systems, and CBRNE Capability fielding.”

The Florida National Guard’s 211th Regiment, Regional Training Institute was recognized by the Secretary of Defense for the contributions this program made to the 2018 Department of Defense National Preparedness Campaign. The Regiment’s outreach through the AEMTEP assisted in making soldiers, civilians, contractors, and their families along with surrounding communities more resilient and prepared. The program contributed directly to successful EM operations at several installations by positively impacting students’ abilities to respond to real-world incidents. Installation staffs adapted and implemented situational awareness tools and strategies learned during the AEOCC course during a major winter storm, a train derailment, and wildfires. Knowledge and understanding gained during AEMTEP courses improved student’s abilities to make timely and effective decisions needed to protect and meet needs of the protected populace while simultaneously maintaining essential functions.

Courses are available to all uniformed and DA Civilian personnel serving on or supporting Army EM and Emergency Operations Center (EOC) teams. Through a Headquarters Department of the Army G-34 (HQDA G-34) and Florida Army National Guard (FLARNG) partnership beginning in 2015, Army EM resident courses are conducted at the Florida Regional Training Institute (FL-RTI) on a TRADOC accredited campus in a state-of-the-art classroom and EOC environment. FLARNG leadership, the FL- RTI, and USPFO-FL continue to be integral partners in making this program a success and continue looking for ways to enhance the program and partnership with HQDA and IRS. Course deliveries align with the Army Learning Model employing a host of learner-centric strategies including collaborative interactive instruction and practical activities to teach and tactically apply core competencies needed to maintain mission assurance and meet the needs of the protected populace.

AEMTEP resident courses are designed in accordance with TRADOC using ADDIE processes. These courses prepare Army communities—commands, tenants, other government agencies, installation organizations, neighboring jurisdictions, and businesses—to work collectively to plan for and deliver core capabilities needed to prevent, protect, mitigate against, respond to, and recover from any threat or hazard. HQDA G-34 Protection Branch is fully invested in increasing EM capabilities at home and across the full force fostering a resilient Army able to sustain mission assurance regardless of consequences a threat or hazard may bring. Two of the program’s courses – Army EOC Course (AEOCC) and Army Basic Emergency Management Course (ABEMC) – received ANSI accreditation in 2017. These accredited courses are essential requirements for the CP-12 EM certificate program and can be applied towards degree completion at the University of West Virginia, Charleston.

Through diverse course offerings and a defined educational path, we are producing EM professionals, by EM professionals. Nearly all cadre and staff have a background in emergency management or are still actively involved. Program cadre includes former garrison commanders, command sergeant’s major, non-commissioned officers, federal senior executive service (SES), local/state EM directors and other professionals, and national response coordination center (NRCC) directors or deputy directors. More information about AEMTEP courses can be found at https://www.milsuite.mil/book/groups/ieoc/.

When emergencies occur or disasters strike, emergency managers have the responsibility of assessing the landscape and identifying which assets (e.g., personnel, equipment, etc.) will be used to respond to the incident, mitigate further damage and initiate recovery efforts. However, within the federal government, the mission must go on. This is where Continuity of Operations, or COOP, comes into play.

COOP is often confused with business continuity which relates continuity of all organizational functions. Business continuity can apply to federal organizations as well, but COOP specifically identifies how personnel and equipment are utilized to support the main essential functions vital to mission accomplishment of not only the organization being affected by the incident, but also the main essential functions for the echelons above that organization to support continued operations. In many cases, this will require rapid relocation of the execution of essential functions to an alternate location to support mission accomplishment.

There are certain objectives identified at the national level which must occur for the federal government to operate successfully. These are called National Essential Functions (NEF). The Department of Defense (DoD) has its own Primary Mission Essential Functions (PMEF) and Mission Essential Functions (MEF) which directly support the DoD’s PMEFs. Each branch of service also has its own identified MEF. Each ACOM, ASCC, and DRU also have their MEF and the subordinate commands also have their MEF. Each echelon’s set of MEFs is designed to support the MEF of the next higher echelon and these all ultimately support the NEF.

Primary and alternate emergency relocation sites, pre-identified and trained Emergency Relocation Groups (ERG), telework plans and agreements, Delegations of Authority and many other elements comprise a functioning COOP Program and are all identified requirements within an organizational COOP Plan.

As with all required capabilities, an effective training and exercise program to test personnel, equipment, and facilities is a required supporting effort within a functioning COOP Program.

The next time you see a disaster reported on the news which will affect individual military bases or our nation’s capital region know that while emergency managers are ramping up to respond to the incident, ERG personnel are also likely preparing to move to alternate locations to ensure that our nation’s defenses can continue to operate without downtime. Remember, COOP Plans are activated to assure the necessary support is in place to allow EM plans to be executed.
Welcome to the US Army Corps of Engineers (USACE) Emergency Management (EM) Community of Practice (COP)!

You’ve heard it said for many activities that it takes a village. The community of practice for emergency management is an integrated team of many disciplines to achieve success in the five pillars of National Preparedness under Presidential Policy Directive #8 National Preparedness – prevention, protection, mitigation, response, and recovery. Emergency Managers by themselves are only one piece of the greater picture that includes local, state, territory, federal, private sector, and voluntary organizations. The teammates in the USACE specific community of practice include Emergency Managers, Flood Risk Managers (FRM) and Silver Jackets, G3, Security, Operations Protection, Field Force Engineering, Intelligence, and the USACE, MSC and district operations centers. We are a very interrelated group of teammates in many job series, programs and organizations to enable overall emergency management to perform.

Most teammates with positions in EM are in the EM occupational series (OS) 0089 while some are engineers in the 800 OS, some are resource managers 0500 OS and some are in the 340 program manager OS. Other members of our community of practice are in their appropriate OS as prescribed by the US Office of Personnel Management (OPM) for their positions.

Internally, to perform our work, we collaborate with all of USACE’s other communities of practice: Engineering, Construction, Planning (Civil Works Planning, not military operations plans and orders), Civil Works (CW) Operations (levees, dams, locks, reservoirs, navigation channels), Real Estate, Contracting, Office of Counsel, Public Affairs, Safety and Occupational Health, Small Business, Logistics, Finance, Human Resources and Equal Employment Opportunity.

Externally to perform our work we routinely engage with local jurisdictions, emergency managers and levee boards, state emergency managers, state natural resources and environmental protection, and all federal agencies involved in disaster preparedness, response and recovery, and mitigation, to include an emphasis on lifecycle flood risk management. At the HQ level, we also work with the Army EM program (Installations), HQ DA Operations Protection Division, and Army G2.

USACE is organized as a direct reporting unit (DRU) under the Department of the Army with senior civilian leadership from the Assistant Secretary of the Army for Civil Works (ASACW). Our commander is a lieutenant general who also serves as the Army’s Staff Engineer and the head of the Engineer Regiment (Active, Reserve, National Guard forces). We have 8 permanent divisions and 1 provisional division each with a general officer commander. USACE divisions have geographic areas of operation (AOR) that cover the US and foreign nations. We have 41 permanent districts and 2
provisional, most of them led with a full colonel as commander and a few with a lieutenant colonel as commander. USACE Districts have a geographic AOR under their respective divisions. We also have two sets of boundaries, CW based on watersheds and military construction to support military forces. We also have district offices in Europe, Japan, and Korea each having an emergency manager.

We have three deputy commanding generals (DCG). The DCG who assists the Chief and spans all programs, the DCG for Civil and Emergency Operations (C&EO), and the DCG for Military Programs. The USACE EM program is centered under the DCG C&EO and the civil works program. The DCG C&EO leads the Civil Works (CW) program under which are the dams, levees, reservoirs, locks, recreational facilities, and federal navigation channels.

The USACE EM program was established in the 1950s and is primarily funded through Public Law 84-99, Flood Control and Coastal Emergencies (FC&CE) for natural disaster preparedness and repair of flood risk reduction structures. We also lead the programs under Presidential Policy Directive #8 National Preparedness and #21 Critical Infrastructure Protection and Resilience (CIPR). As such we have additional funding lines for CIPR and man-made disasters under the National Emergency Preparedness Program (NEPP). In addition, we have a funding line for the National Flood Risk Management (NFRM) program and at the HQ serve as the FRM Business Line Manager (BLM) / integrator to ensure FRM is considered in all appropriate programs.

Our emergency managers at the division level are titled Readiness and Contingency Operations Officers (RCOs). They are responsible for all EM activities in their geographic area of responsibility (AOR). They provide specialized training to planning and response teams (PRTs) that support FEMA specific work and they source the personnel requirements for overseas operations in the CENTCOM and other combatant commanders’ AORs – requirements are both field force engineering (FFE) teams and individual replacements. Our divisions interface with the regional level offices of other federal agencies.

Our emergency managers at the district level work daily with local and state EM organizations. During flood events, our EMs have designated personnel to sit in a state’s EOC to ensure communication, collaboration, and support where it is legally appropriate under USACE’s public law authorities. Our district EMs work with district security managers and the managers of our lakes, reservoirs, locks, dams, and levees to assist with prevention, protection, and mitigation at those facilities. Many of our lakes are also recreational facilities with campsites. Many, not all of these lakes each, literally receive over a million visitors a year with the majority over the spring, summer, and fall holiday weekends. That number of visitors requires extensive coordination with local police, fire, emergency medical services (EMS) and hospitals to ensure prevention, protection, mitigation, and response will quickly and seamlessly occur. In response to natural disasters under FEMA, District EMs source and manage the PRTs for which they are assigned. During events, the EMs lead the emergency operations centers activities and interface with impacted jurisdictions. The district’s staff sections become the crisis action team to ensure all damage assessments, interface with local/state EMS and with military installations in their AOR and response and recovery actions are synchronized, properly reported to leadership, and to help leadership anticipate and mitigate issues with mission execution. Pre-disaster the
EMs ensure there are rostered, trained and ready flood-fight teams to respond to a state and local requests for assistance under USACE’s authorities. District EMs also ensure there are rostered, trained and ready FFE teams – Forward Engineers Support Team – Advance (FEST-A), Environmental, Real Estate, Base Camp Development, and Logistics Support to be ready to respond to combatant commanders' requests for assistance under the request for forces (RFF) process.

USACE is the Primary and Coordinating Agency for Emergency Support Function (ESF) 3 (Public Works and Engineering) under FEMA’s National Response Framework (NRF) which supports Stafford Act (PL 93-288) Response and short term recovery operations. At the HQ level, from district, division and HQ resources, we maintain a cadre of ESF #3 Team Leaders (TL), Assistant Team Leaders (ATL), and Local Government Liaisons (LGL) who deploy with FEMA to initial operating facilities/state EOCs and in counties and cities in FEMA’s disaster-related geographic Branches and Divisions. Our TLs, ATLs, and LGLS must understand the full spectrum of USACE’s capabilities to be able to advise FEMA, state, locals, and coordinate appropriate missions from FEMA.

USACE maintains five types of trained and ready PRTs to support FEMA: temporary power, debris, infrastructure assessment, roofing, and housing. We also maintain several cadres: urban search and rescue structural specialists (US&R Sts), re-employed annuitants, contingency support, logistics, public affairs, safety and occupational health, and contracting. In addition to the PRTS, USACE draws from across USACE’s core capabilities of engineering and construction to perform a myriad of missions for FEMA and a state: coastal engineering, dam, and levee safety inspections, construction cost estimating, project worksheet writing, and many other engineering and construction-related requirements. Of note is that except for five permanent TLs and six permanent subject matter experts (one for each of the PRTs and US&R Sts) all other full-time employee USACE responders have other daily jobs – they all volunteer to leave their day job and perform temporary duties in response and recovery.

![2016 Disaster Response Map](https://safety.army.mil/cp-12)

![2017 Disaster Response Map](https://safety.army.mil/cp-12)
USACE is also the coordinating agency for Infrastructure Support (IS) under the FEMA’s Recovery Support Function (RSF) and the National Disaster Recovery Framework (NDRF). As such, when activated by FEMA a trained and ready IS-RSF Coordinator deploys to synchronize the efforts all IS-RSF supporting federal agencies can provide under their authorities to the long-term recovery effort, to include mitigation and resilience when appropriate and funds are available. To do this we maintain a cadre of IS-RSF Coordinators.

For the NFRMP/SJ Program, we have established a National Interagency Team to support the 50+ established State SJ Teams, each of which has a lead program coordinator at a USACE District. We also have Regional NFRMP Coordinators at each MSC. The Silver Jackets teams are comprised of federal and state agency personnel who look at disaster mitigation with the local jurisdictions and recommend mitigation projects for funding.

USACE maintains a Readiness Support Center (RSC) that serves the emergency management community of practice, by developing and hosting EM program-related training both in-residence and distance learning. The RSC staff includes PhDs in Education to assist in developing, presenting and maintaining training, IT specialists to maintain the ENGLink system that serves as our database of record for all disaster work (mission execution with essential elements of information, deployment of personnel, rostering and tracking of PRT and FFE teams and their readiness) and a repository of doctrine and SOPs. The RSC is also the maintainer of the deployable tactical operations systems (DTOS) which are mobile command centers used in response operations.

Ever advancing, our Chief of Engineers has challenged USACE to revolutionize itself. As part of revolutionizing, the proposed updated EM five year strategic plan includes progressing for all in the community of practice to become comprehensive disaster risk managers. It is an enhanced concept that is intended to help drive community-based and system-wide disaster risk management. In other words, EMs at all levels work across levels of government to achieve a worthy common goal.

Figure 1 below shows our Disaster Wheels for 2015 - 2019. They provide an indication of the number of events, people and funds expended in disaster work during those two years. While the response may formally end in 30 to 60 days, short-term recovery has recently lasted for 6 months to a year to complete the efforts and long-term recovery continues for multiple years.

We hope this has helped you to understand the great depth and vast breadth of USACE EM functions and responsibilities.
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