

24 Sep 01

CECW-OE

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Classification Guidance and Credentialing Plan for Emergency Management

1. Reference CECW-OE memorandum, subject: Guidance Regarding Classification Series for Division and District Emergency Manager Positions dated 25 August 1999.
2. Over the past 10 years, the U.S. Army Corps of Engineers emergency management program has evolved from a basic focus on flood preparedness response and recovery under Public Law 84-99. It currently includes dynamic roles and responsibilities, under the Federal Response Plan, for national leadership in the planning and executing of a wide array of public works and engineering missions. Two events substantially increased customers' and partners' expectations, with regard to the Corps emergency management performance. These are the implementation of Readiness 2000 in 1998 and the partnering initiative with the Federal Emergency Management Agency (FEMA), under the joint remedial action program implemented following Hurricane George later that year. To respond to these changes, under the Vision 06 initiative, the Corps is developing a credentialing plan with a goal to "professionalize" the emergency management function. An important first step in this effort to increase the professional development of our emergency management staffs, at all levels, is to assure accurate and properly classified job descriptions exist.
3. A primary responsibility of major subordinate command (MSC) and district emergency managers (EM) is to prepare the Corps to meet or exceed customers' expectations, by managing and preparing diverse Corps elements for their appropriate emergency operations roles and functions. The MSC should work with Headquarters, FEMA regions and Corps districts to develop a region-wide program for integrating preparedness, planning, execution and follow-up activities for all types of disaster activities. This requires establishing and leading select teams of functional representatives from throughout the MSC to plan and execute missions. District Emergency Managers must develop "standing" teams for several key functions and programs, e.g., project inspection, crisis management, mission planning, functional planning and disaster response. To be credible and fully functioning, these teams must have members appointed by name and be officially tasked by the District Commander to work under the leadership of the EM in performing a mission/function specifically assigned to the emergency management office. While a vast majority of these

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personnel are not permanently assigned to the emergency management office, the district EM is fully responsible for the training, exercise, activation and, when needed, deployment of these teams. To accomplish these goals, the district emergency manager functions as the team leader for each of these groups.

4. The Corps emergency management program requires leadership by high caliber managers who have the knowledge, skills and abilities to fully perform the array of critical readiness functions and craft strong interagency relationships for execution of public works and engineering planning, response and recovery missions. Consistent with the classification guidance below, please review the current job descriptions for your EMs and update them as appropriate.

a. Depending on local conditions, Emergency Manager positions may be evaluated by the General Schedule Supervisory Guide (GSSG), the General Schedule Leader Grade Evaluation Guide (GSLGEG), or by an appropriate non-supervisory technical classification standard. In order to be evaluated by any standard, the duties covered by that standard must be performed for at least 25% of the incumbent's time. While a person may supervise two employees, supervisory duties would not generally meet the minimum 25% threshold for evaluation by the GSSG. Most of the emergency response and planning team members will not be permanently assigned to the Emergency Management Office. Although the Emergency Manager cannot be given supervisory credit for employees assigned to other organizations, he or she may meet the requirements of the GSLGEG for leading matrix teams. The attached checklist at TAB A is provided to assist in determining whether the GSLGEG can be applied in cases when the team members are not assigned to the EM function.

b. In the past, GS-13 Emergency Managers in Districts were generally supported based on supervisory duties. Staff reductions no longer make this a viable option for many of our districts. Matrix team leader duties offer another option for potentially supporting GS-13 Emergency Managers. The percentage of time spent performing lead duties and the base levels of work will vary. There may be no correlation between the type and/or grade level of work done by matrix team members and the grade levels and/or occupational series of their permanent positions. Care must be exercised in determining the grade level of work led. Classification appeal decisions have determined that non-supervisory work performed in a District Emergency Management Office does not exceed the GS-12 level, so care must be taken before supporting GS-13s in a District solely based on non-supervisory or non-leader work performed. In some cases, a GS-12 is an appropriate grade at a District.

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c. The use of the GS-340 Program Management series at district and MSC levels is inappropriate for these positions. In most cases, the appropriate title and series for nonsupervisory/non-leader EMs is Emergency Manager, GS-301-XX. Positions may be classified in the GS-810 series if that series is the highest skill level when determining base level for the GSSG or the GSLGEG. Positions may also be classified in the GS-810 series at the district level if the professional work is personally performed by the Chief, Emergency Management for more than 25% of the time. When the GS-810 is not appropriate, the position should be classified to the GS-301 series unless there are other functions (e.g. safety) that may justify another series. The use of the GS-301 should be considered to support increasing the diversity of the applicant pool eligible for emergency management positions. The information at TAB B provides a sample of duties appropriate for the EM position. You are urged to use these alone or in conjunction with the GSSG/GSLGEG information referenced above.

5. To develop a consistently strong cadre of fully trained Emergency Managers, we are working with FEMA, the National Emergency Management Association, the International Association of Emergency Managers, and selected educational and private sector organizations to develop a Corps-wide credentialing plan. This plan will articulate the education, training and experience based elements that will be either required or strongly recommended. By implementing the plan, it is our long-term goal to "professionalize" the EM function and develop a more standardized career path and program for our key emergency management staff and for those wishing assignment in this important function. The credentialing plan will be issued to you by September 2002. The goal is to begin implementation during the second quarter of FY 2003.

6. Please feel free to contact Mr. Edward Hecker, CECW-OE, (202) 761-4601 to obtain information regarding the Emergency Management mission and the proposed credentialing plan. Position classification questions should be referred to your servicing Human Resources staff. I appreciate your support in assuring accurate and properly classified job descriptions exist, and in the development and implementation of a good credentialing program.

/S/

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Brigadier General, U.S. Army
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