

### 3-1 Executive/Managerial Training and Education Level

**Table 3-1: Managing an Organization.** This competency area focuses on the knowledge and/or skills that managers need to manage an organization.

| Competency Area                          | Competency Statement   |
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| MEME-1<br>Management Concepts and Styles | Compare different management styles and identify the advantages and disadvantages of each style for an organization.   |
|  | Identify the qualities and abilities necessary to be a successful manager.   |
|  | Analyze the political, social, economic, and cultural factors that may impact an organization.   |
|  | Compare the different methods that emergency managers can use to work effectively within existing political, governance, and community structures.   |
|  | Identify the challenges (and compare strategies for addressing them) and benefits of managing an organization under the leadership of a political appointee.   |
|  | Compare how different management approaches impact the formal and informal network/lines of communication within an organization.  |
|  | Outline a manager's role in motivating employees, partner agencies, and other stakeholders.  |
|  | Relate Maslow's hierarchy of needs theory to managing people in an organization.   |
|  | Identify the advantages and disadvantages of group decision making, and discuss how to select strategies for facilitating policy/practice consensus building with a diverse team, both internally and externally.                                  |
|  | Describe how managers can use both public advocacy and personal influence to ensure that policies and practices are exemplary and adhered to by a diverse set of stakeholders.   |
|  | Identify the impact on and value of cultural diversity in organizations.   |
| MEME-2<br>Organizational Design          | Identify the types of structures, goals, objectives, and performance measures that can be used to define an organization.  |
|  | Outline how to establish and maintain a professional organization that values a science- and knowledge-based approach (e.g., developed on the basis of education, training, and experience), ethical practice, and continuous quality improvement. |
|  | Explain how the informal organization can complement/support and/or undermine the plans, policies, and procedures of the formal organization, and the role of the manager in addressing the associated challenges and benefits.                    |
|  | Describe outcome-based stakeholder analysis.   |
|  | Compare vision and mission statements, and explain the relationship between them.  |

| Competency Area   | Competency Statement   |
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|   | Identify the components of, and describe how to develop, a vision and mission statement.   |
|   | Identify the essential emergency management functions and synthesize them for inclusion in a mission statement.  |
|   | Describe how to develop a mission statement that articulates an organization's purpose—both for those within and outside an organization—and incorporates the key goals, priorities, and values of an emergency management organization. |
|   | Describe how to design an inspirational organizational vision statement that incorporates the basics of the mission statement and defines the desired or intended future state of the organization.                                      |
|   | Discuss how to select the most appropriate organizational structure, goals/objectives, and performance measures for an emergency management organization.  |
| MEME-3<br>Systems, Policies, Procedures, and Performance Measures | Explain the principles and components of organizational planning.  |
|   | Illustrate how to ensure that organizational planning is a cyclical process (i.e., developing, reviewing, managing, and routinely updating a plan) and not simply plan development.  |
|   | Compare the theories of policy making and practice development, including describing how to identify challenges, and then formulate, implement, and evaluate policies or practices to address them.                                      |
|   | Describe how to develop organizational operational procedures that align with those in an organization's Emergency Operations Plan (EOP).  |
|   | Identify the types of issues that can impact emergency management policies and describe strategies for addressing them in practice.  |
|   | Describe how to develop and implement a policy and/or practice and ensure its integration organization-wide.   |
|   | Compare the research methods available to measure organizational and employee performance, and describe how to select the performance measurement approach(s) appropriate to an organization.  |
|   | Discuss how to apply a system for evaluating the performance of an organization and its employees, using measures that are specific, measurable, achievable, relevant, and time-bound (SMART).   |
| MEME-4<br>Strategic Planning and Budgeting                        | Identify the components of a budget and describe the budget development and strategic planning processes.  |
|   | Relate the purpose and contents of a strategic plan to budget development.   |
|   | Compare the differences between an administrative plan (overall goals and operating framework) and a strategic plan (long-term strategy for achieving overall goals).  |
|   | Describe how to ensure that emergency management strategic plans and programs are based on risk management principles, including   |

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|   | using hazard identification and risk and impact analyses to establish priorities and allocate resources.   |
| MEME-5<br>Change and Stress Management          | Describe how change affects an organization and its employees.   |
|   | Differentiate between the positive and negative effects of stress on decision making, and describe approaches to managing it effectively during challenging periods.   |
|   | Explain how to balance maintaining systems and procedures and encouraging managers to recommend strategies for creating positive change.   |
|   | Identify the fundamentals of stress management and describe how to employ stress management techniques in an organization—both routinely and during or after an incident or period of organizational change. |
| MEME-6<br>Critical Thinking and Problem Solving | Explain effective decision making and the problem-solving process.   |
|   | Describe how to create effective decision-making and problem-solving processes.  |
|   | Relate strategic thinking and planning to problem solving.   |
|   | Illustrate how to create and use exercise scenarios to help personnel identify potential challenges and solutions.   |
| MEME-7<br>Crisis Decision Making                | Discuss the unique aspects of decision making during a response to an incident or other crisis.  |
|   | Identify the variables (e.g., media attention, employee exhaustion) that affect decisions made during a crisis/incident.   |
|   | Explain how to establish procedures that support effective decision making during a crisis/incident.   |
| MEME-8<br>Organizational Ethics                 | Describe the value of ethical behavior by an individual and within an organization (e.g., building trust and improving relationships among staff and stakeholders).  |
|   | Explain how to promote ethical behavior within an organization (e.g., managers modeling and rewarding ethical behavior, and incorporating ethical values in organizational plans and policies).              |
|   | Explain how to support employees in avoiding engagement in unethical or illegal activities in the workplace.   |

**Table 3-2: Management of an Emergency Management Organization.** This competency area focuses on the knowledge and/or skills that managers need to manage an organization responsible for dealing with all-hazard incidents.

| Competency Area  | Competency  |
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| MORAHI-1<br>Understanding and Assessing Risks and Capabilities | Explain why an emergency management organization’s planning process should be based on a realistic assessment of hazards, threats, risks, and capabilities—both internal (organization) and external (community).                 |
|  | Describe how to incorporate the output of risk assessments (e.g., hazard or business impact analysis) and capability assessments into an organization’s planning process.   |
|  | Discuss the importance of producing a mitigation plan that establishes short- and long-term sustainable actions to reduce or eliminate the impact of hazards to people and property.  |
|  | Describe how to align all elements of an organization’s mitigation plan with its policies and procedures.   |
|  | Explain how to effectively manage an organization to reduce its vulnerability to hazards and enhance its ability to respond to incidents.   |
|  | Explain how to ensure that an organization has the capacity to address all hazards and risks.   |
| MORAHI-2<br>Using Intelligence and Information                 | Identify the key types of intelligence and information needed by emergency management organizations during all phases of emergency management and for all types of hazards.   |
|  | Classify the roles and responsibilities of Federal, State, local, and Tribal agencies, and private-sector organizations, in analyzing and using intelligence/information.   |
|  | Describe how to interact with a Fusion Center during all phases of the emergency management cycle.  |
|  | Describe how to use intelligence and information during organizational planning (e.g., when developing an organizational Continuity Plan).  |
| MORAHI-3<br>Situational and Environmental Awareness            | Define situational and environmental awareness.   |
|  | Describe the roles of government and nongovernment organizations in supplying situational and environmental information (e.g., weather updates and road closures) to assist officials in assessing and responding to an incident. |
|  | Discuss how to communicate situational and environmental awareness to stakeholders.   |
| MORAHI-4<br>Managing Response and Recovery                     | Describe the essential components of the National Incident Management System (NIMS) and how they are applied during the response to all types of incidents.   |
|  | Explain how to deploy an Emergency Operations Plan (EOP) during   |

| Competency Area | Competency  |
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|                 | the response to an incident.  |
|                 | Explain the purpose of an Incident Action Plan (IAP), including its role in ensuring central coordination of response operations.   |
|                 | Explain how to effectively manage multi-agency coordination/ intergovernmental decision making during the response to an incident, including differentiating between “command and control” and “coordination.”  |
|                 | Discuss how to make decisions regarding response strategies, including how to address resource shortages.   |
|                 | Explain the value of developing a Recovery Plan that includes prioritized strategies for: (1) restoring an emergency management organization's services, programs, facilities, and infrastructure, and (2) restoring a community's services and infrastructure. |
|                 | Describe how to address the unique stressors associated with managing the response to and recovery from an incident.  |
|                 | Demonstrate how to facilitate an incident debriefing with partner agencies and other stakeholders.  |

**Table 3-3: Resources.** This competency area focuses on the knowledge and/or skills that managers need to manage human, fiscal, and physical resources.

| Competency Area         | Competency Statement  |
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| R-1<br>Human Resources  | Describe the human resource needs of an emergency management organization (e.g., personnel, systems, policies).   |
|                         | Describe how to provide a safe, organized, empowering, and nondiscriminatory workplace.   |
|                         | Identify effective strategies/approaches for inspiring, motivating, coaching, and mentoring employees to meet organizational goals and continually improve their performance. |
|                         | Describe how to provide professional staff development opportunities, including education, training, and other resources.   |
|                         | Describe the benefits of motivating and empowering employees <i>and</i> the challenges of holding them accountable.   |
|                         | Describe how to use assessment tools to measure the capabilities, attitudes, and training needs of agency personnel.  |
| R-2<br>Fiscal Resources | Identify and categorize the fiscal resource needs of an emergency management organization (e.g., financial, personnel, systems, policies).                                    |
|                         | Describe how to properly manage fiscal resources for accountability   |

| Competency Area           | Competency Statement   |
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|                           | and auditing purposes.   |
|                           | Describe the roles of the procurement and financial staff during day-to-day and emergency operations.                            |
|                           | Explain how grants are used to develop and implement programs, and how to sustain programs after grant resources end.            |
| R-3<br>Physical Resources | Compare the roles and responsibilities of a logistics officer and a resource manager in managing/maintaining physical resources. |
|                           | Identify the purpose of a Resource Management Plan and describe how to integrate it into an organization's planning process.     |
|                           | Describe how to use technology to manage the physical resources of an organization.  |

**Table 3-4: Collaboration and Coordination.** This competency area focuses on the knowledge and/or skills managers need to facilitate an emergency management organization's interactions with public and private-sector partners.

| Competency Area  | Competency Statement  |
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| CC-1<br>Public Communications  | Explain how to provide information to the public, dispel rumors, and build and sustain confidence in the government and other organizations.  |
|  | Explain the role of the Joint Information System as the coordinating vehicle for sharing information with the public.   |
|  | Describe how to develop interoperable and integrated communication strategies to facilitate information sharing during an emergency.  |
|  | Describe the challenges of establishing and maintaining communications system interoperability and strategies for addressing them.  |
|  | Explain how to use social media tools, such as Twitter, Facebook, blogs, web sites, e-mail, and other technologies, to continually communicate/interact with stakeholders during all-hazards planning and coordination. |
| CC-2<br>Intergovernmental and Interagency Relations and Collaborations | Differentiate between "coordination" and "collaboration."   |
|  | Discuss the value of and how to engage government stakeholders in emergency management planning and response.   |
|  | Describe how to explain to government stakeholders the importance of engaging executive and legislative branch officials in emergency management planning.  |
|  | Explain how to develop and foster collaboration with government stakeholders that is based on solid and sustainable relationships, trust, a team atmosphere, consensus building, and communication.                     |

| Competency Area   | Competency Statement   |
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|   | <p>Describe how different management styles/organizational cultures can affect efforts to collaborate with other government agencies.</p> <p>Describe the role of emergency managers in coordinating the actions of government agency partners in preparing for, responding to, and recovering from an incident.</p> <p>Discuss how to create a comprehensive, integrated emergency management program that coordinates the activities of all government stakeholders in preparing for, preventing, and responding to all-hazard incidents.</p> <p>Discuss how to ensure that all agencies are communicating through the Emergency Operations Center (EOC) when it is activated during the response to an incident.</p> <p>Describe how to report information to/share information with a Fusion Center during the prevention/protection/mitigation phase of the emergency management cycle for all hazards.</p> <p>Explain how to apply NIMS to coordinate the involvement of all first responders and other government stakeholders during multi-jurisdictional incidents.</p> |
| <p>CC-3<br/>Integrating Federal Protocols/Regulations into State and Local Emergency Management Planning</p>      | <p>Explain how to use the Federal Comprehensive Preparedness Guide (CPG) 101 as a tool for State and local emergency management planning.</p> <p>Explain how to apply NIMS to planning, training, and exercising at the State and local levels.</p> <p>Demonstrate how to access Federal regulations and protocols via Federal web sites.</p>  |
| <p>CC-4<br/>Business and Nongovernmental Organization (NGO) and Private Sector Emergency Management Interface</p> | <p>Describe the strategic value of, and challenges to, emergency management organizations collaborating with and engaging nongovernment stakeholders (e.g., the private sector, community members).</p> <p>Explain how to develop and foster collaboration among nongovernmental stakeholders that is based on solid and sustainable relationships, trust, a team atmosphere, consensus building, and communication.</p> <p>Discuss strategies for engaging nongovernment stakeholders in all appropriate aspects of emergency management.</p> <p>Describe how to explain to nongovernment stakeholders the role of the EOC as the liaison/central point of contact between organizations during the response to and recovery from an incident.</p> <p>Describe the role of emergency managers in coordinating the actions of nongovernment stakeholders in preparing for, responding to, and recovering from an incident.</p>   |