Chapter 5 – Becoming an Emergency Management Professional

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Chapter Objectives

- Understand the relevance of core competencies for emergency management practice.
- Compare and contrast professional competency standards and qualities for a practitioner of emergency management.
- Explain ethical standards and behavioral expectations for the practice of emergency management.
- Overview groups involved in emergency management.
- Illustrate the traditional activities of the emergency manager during routine times, as well as disasters.
- Discuss why certification is important in developing a professional identity as an emergency manager.
Core Competencies

- Comprehensive emergency framework and philosophy
  - All hazards approach
- Leadership and team-building
  - Flexibility is key
- Management
  - Different than leadership; managers ensure things get done
- Networking and coordination
  - Relationships are important
  - Prior collaboration/partnerships
Integrated emergency management
- Many different organizations and agencies are involved

Key Emergency management functions
- Risk assessment
- Planning, training and exercises
- Emergency Operations Center (EOC) functions
- Establishing interoperable communications
- Applying lessons learned and research findings
Core Competencies (Cont.)

- Political, bureaucratic and social contexts
  - Context = specific time, place, circumstance Context influences:
    - Where emergency management functions are
    - The resources that are available to manage events
    - The hazards and impacts that result

- Technical systems and standards
  - Technology presents both challenges and resources
    - GIS
    - WebEOC
    - Social media
Core Competencies (Cont.)

- Social Vulnerability Reduction Approach
  - Community diversity issues
- Experience
  - Understanding an event and experiencing it are different
  - Experience and exposure are critical to being an effective emergency manager
Core Competencies (Cont.)

- Political, bureaucratic and social contexts
- Technical systems and standards
- Social vulnerability reduction approach
- Experience
Practice Standards and Ethics

- Emergency management is a relatively new profession
- Professional standards for emergency management vary around the nation and throughout the world
- Emergency management standards and ethics are emerging
Practice Standards and Ethics

**NFPA 1600**

- Risk analysis
- Preventing incidents
- Mitigation
- Resource management and logistical coordination
- Mutual aid agreements
- Planning
- Incident Management

- Communication
- Crisis communication
- Warning dissemination and informing the public
- Operational procedures
- Facility management
- Training, education, exercises
- Financial accountability
Practice Standards and Ethics

**IAEM Code of Ethics**

- Respect for supervising officials, colleagues, associates and people served is the standard
- Committed to promoting decisions that engender trust and those served
- Reputations are built on the faithful discharge of professional duties.

*Source:* [http://www.iaem.com](http://www.iaem.com)
Behaving in an ethical manner harvests huge benefits

- People are more willing to work with each other as partners
- Mutual trust between elected officials and emergency managers
- Public trust and accompanying support
Emergency Management Organizations and Agencies

- Governmental – all must coordinate, communicate, and collaborate despite differenced and approaches
  - Local/County/Parish
  - State/Provincial
  - Interstate/Regional
  - National
Emergency Management Organizations and Agencies (Cont.)

- Local
  - Most disasters are local events
  - Local Emergency Management Agencies (LEMAs) are usually responsible
  - LEMAs may function at the city or county/parish levels
  - LEMAs may differ structurally
    - Departmental
    - Embedded
State/Provincial

- All 50 states have Emergency management agencies with staff and EOCs
  - Because of varying sizes and resources, staff numbers & facilities differ
- In most circumstances, the state acts as a:
  - Provider of resources
  - Liaison between affected communities & national level resources
    - Disaster declarations
    - Funding
Emergency Management Organizations and Agencies (Cont.)

- Interstate/Regional
  - Disasters routinely cross jurisdictional boundaries
  - Emergency Management Association Compact (EMAC)
    - Functions as a mutual aid agreement
    - Spells out standard operating procedures for:
      - Reimbursement
      - Equipment
      - Personnel
      - Liability
Emergency Management Organizations and Agencies (Cont.)

- **National**
  - Ability to prepare for/manage disasters varies worldwide
  - United States/FEMA
    - Not really a first responder
    - May take several days to respond
    - Assistance must be requested by state
    - Mission is to support citizens and first responders
  - Typical support provided by FEMA
    - Advisors
    - Funding
    - Pre-staging of federal assets
Non-Governmental Organizations (NGO)
- May function as/be first responders
- Provide support roles (i.e. ESP #6: Mass Care, Emergency Assistance, Housing, and Human Services)
Community Organizations

- Corporation for National and Community Service (CNCS)
  - Independent White House agency that helps prepare the nation for disasters through volunteer programs
    - Opportunity for Americans to engage in community service
    - To assist with community needs, members and volunteers serve with national and community:
      - Non-profit organizations
      - Faith-based groups
      - Schools
      - Local agencies
Community Organizations (Cont.)

- CNCS (Cont.)
  - Many activities are related to homeland security and serve to increase national and community preparedness for all hazards
  - Consists of:
    - Senior Corps
    - AmeriCorps
    - Learn and Serve America
Community Organizations (Cont.)

- Citizen Corps
  - Created in 2002 to coordinate volunteer activities that will make our communities safer, stronger and better prepared to respond to any emergency situation
  - Coordinated nationally by FEMA
  - Programs include:
    - Community Emergency Response Teams (CERT)
    - Medical Reserve Corps (MRC)
    - Neighborhood Watch Program
    - Volunteers in Police Service (VIPS)
    - Fire Corps
Community Emergency Response Team (CERT)

- Trains people to be better prepared to respond to emergency situations in their communities
- When emergencies happen, CERT members can:
  - Give critical support to first responders
  - Provide immediate assistance to victims
  - Organize spontaneous volunteers at a disaster site
CERT (Cont.)

- CERT classes are taught in communities by trained teams of first responders
- Classes include
  - Disaster preparedness
  - Disaster fire suppression
  - Basic disaster medical operations
  - Light search and rescue (SAR) operations
Medical Reserve Corps (MRC)

- Addresses community public health need; both ongoing and during large-scale emergency situations by coordinating the skills of practicing and retired:
  - Physicians
  - Nurses
  - Other health professionals
  - Other interested citizens
Community Organizations (Cont.)

- Other Citizen Corps Programs
  - Neighborhood Watch Program (NWP)
  - Volunteers in Police Service (VIPS)
  - Fire Corps
    - Mission: Help career, volunteer and combination fire departments supplement existing personnel by recruiting citizen advocates who support the department in non-operational roles
Many businesses need emergency managers
Many businesses play a role in emergency management
- Banks
- Insurance Companies
- Corporations
- Small Businesses
- Consulting
Can you give examples on how businesses can contribute?
Seasonality of Emergency Management

- Tornado season – dependent on location in United States; encompasses March thru July
- Hurricane season – June 1 thru November 30
- Pacific cyclone season - November 1 thru April 30
- Fire season (California) – May thru November
- Other disasters do not offer advance warnings
  - Earthquakes
  - Terrorist attacks
- Anticipating seasonal and other threats is an important part of an emergency manager’s job
Working and Volunteering in Emergency Management

- Join a Citizen Corps group
- FEMA Corps
  - FEMA-devoted unit of 1,600 members within AmeriCorps National Civilian Community Corps (NCCC)
- Intern with an emergency management agency
- Assist a faculty member with research
- Join a faith-based disaster team
- Volunteer internationally
Most people enter the field because they want to help during times of crisis
  - Reality is that most work occurs outside the response phase

Preparedness
  - Educating the public
  - Coordinating with responding partners
  - Writing preparedness plans
  - Conducting drills and exercises
  - Designing warning systems
Practicing Emergency Management (Cont.)

- **Response**
  - Activating warning systems
  - Supporting evacuations and/or sheltering in place
  - Conduct search and rescue (SAR) operations
  - Treating the injured
  - Recovering the dead
  - Coordinating debris removal
  - Organizing volunteers
  - Conducting damage assessments
  - Requesting needed outside help
Practicing Emergency Management (Cont.)

- **Recovery**
  - Long-term housing
  - Clean-up
  - Infrastructure repair
  - Mental health counseling

- **Mitigation**
  - Identifying risks
  - Lessons learned
  - Mitigation planning
  - Mitigation implementation
National Coordinating Council for Emergency Management (NCCEM) in the 1990s established a committee to advance emergency managements as a profession

- The profession wasn’t being taken seriously
- NCCEM wanted to have salaries commensurate with the responsibility, as they were some of the lowest paid positions in local government
- Goal was to establish the title of Certified Emergency Manager (CEM)
Emergency Management Certification (Cont.)

- NCCEM surveyed local emergency managers and found that:
  - About half had no more than a high school education
  - Low educational levels often yield low income/earning potential
- Low pay often leads to low respect among peers
  - Lack of diversity
    - Many were non-minorities over 50 years old
    - Many had military backgrounds
Emergency Management Certification (Cont.)

- NCCEM changed its name to the International Association of Emergency Managers (IAEM)
- Created requirements for an emergency manager certification
- Certification requirements overview
  - Three years’ experience
  - Bachelor’s degree
  - Contribution to the field (i.e. leadership role in the profession, attending professional meetings and authorizing relevant publications)
Emergency Management Certification (Cont.)

- Also created an associate emergency manager designation
  - Minimum of 200 hours of training over 10 years (100 hours in Emergency management and 100 hours in general management)
  - Written management essay
  - Three reference letters
  - Attaining a score of at least 75% on a 100 question multiple choice examination