Chapter Five

Becoming an Emergency Management Professional

Chapter Objectives

1) Understand the relevance of recommended core competencies for EM practice
2) Compare & contrast professional competency standards & professional qualities for a practitioner of EM
3) Explain ethical practice standards & behavioral expectations for the practice of EM
4) Identify & provide an overview of organizations involved in the field of EM
5) Illustrate the traditional activities of the emergency manager during routine days as well as during times of disaster
6) Discuss why certification is considered an important step in developing a professional identity as an EM

Core Competencies

1) Comprehensive EM Framework or Philosophy
   - All hazards approach
2) Leadership & team-building
   - Flexibility is key
3) Management
   - Different than leadership; managers ensure things get done
4) Networking & Coordination
   - Relationships are important
   - Prior collaboration
5) Integrated Emergency Management
   - Many different organizations & agencies are involved
Core Competencies (cont.)

6) Key Emergency Management Functions
   - Risk assessment
   - Planning
   - Training & exercising
   - Emergency Operations Center (EOC) functions
   - Establishing interoperable communications
   - Applying lessons learned & research findings

7) Political, Bureaucratic, Social Contexts
   - Context = specific time, place, circumstance
   - Context influences:
     - Where emergency management functions are
     - The resources that are available to manage events
     - The hazards & impacts that result

8) Technical Systems & Standards
   - Technology presents both challenges & resources
     - GIS/WebEOC
     - Social media

9) Social Vulnerability Reduction Approach
   - Community diversity issues

10) Experience
    - Understanding an event & experiencing it are completely different
    - Experience & exposure are critical to being an effective EM
**Practice Standards & Ethics**

- EM is a fairly new profession
- Professional standards for EM vary around the nation/world
- EM standards & ethics are emerging

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**Practice Standards & Ethics**

(Cont.) - NFPA (National Fire Protection Assoc.) 1600

- Risk analysis
- Preventing incidents
- Mitigation
- Resource management & logistical coordination
- Mutual aid agreements
- Planning
- Incident Management
- Communication
- Crisis communication
- Warning dissemination & informing the public
- Operational procedures
- Facility management
- Training, education, exercises
- Financial accountability

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**Practice Standards & Ethics**

(Cont.) - IAEM Code of Ethics

- Respect for supervising officials, colleagues, associates, & most importantly, for the people we serve is the standard for IAEM members
- IAEM members commit themselves to promoting decisions that engender trust & those we serve
- Our reputations are built on the faithful discharge of our duties

Source: (http://www.iaem.com/about/IAEMCodeofEthics.htm, verbatim)
**Practice Standards & Ethics (cont.) - IAEM Code of Ethics (cont.)**

- Behaving in an ethical manner yields enormous benefits
  - People are more willing to work with each other as partners
  - Mutual trust between elected officials & EMs
  - Public support

**EM Organizations & Agencies**

- Governmental – all must coordinate, communicate, & collaborate despite differences
  - Local
  - State/Provincial
  - Interstate/Regional
  - National

**EM Organizations & Agencies (cont.)**

- Local
  - Most disasters are local events
  - Local Emergency Management Agencies (LEMAs) are usually responsible
  - LEMAs may function at the city, county, or parish levels
  - LEMAs may differ structurally
    - Departmental
    - Embedded
EM Organizations & Agencies (cont.)

State/Provincial
- All 50 states have EM agencies w/staffs and Emergency Operations Centers (EOCs)
  - Because of varying sizes & 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

EM Organizations & Agencies (cont.)

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

EM Organizations & Agencies (cont.)

National
- Abilities to prepare for & manage disasters vary greatly from country to country
- US – FEMA
  - Not really a first responder; may take days to respond
    - Mission is to support citizens and first responders
- Typical support:
  - Advisors
  - Funding
  - Pre-staging of federal assets
EM Organizations & Agencies (cont.)

- Non-Governmental Organizations (NGOs)
  - May be:
    - First responders
    - Support role (ESF #6, mass care & shelters)

Community Organizations

- Corporation for National & Community Service (CNCS)
  - Independent agency under the White House that helps prepare the nation for disasters through volunteer programs
  - Provides opportunities for all Americans to engage in community service
  - To help meet community needs, members & volunteers serve with national & community:
    - Non-profit organizations
    - Faith-based groups
    - Schools
    - Local agencies

Community Organizations - CNCS (cont.)

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

- Created in 2002 to "help coordinate volunteer activities that will make our communities safer, stronger, & 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

Citizen Corps - 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

Citizen Corps - CERT (cont.)

- CERT classes taught in the community by a trained team of first responders
- Classes include
  - Disaster preparedness
  - Disaster fire suppression
  - Basic disaster medical operations
  - Light search & rescue operations
Citizen Corps - Medical Reserve Corps (MRC) Program

- Addresses the communities’ public health needs, both ongoing & during large-scale emergency situations, by coordinating the skills of practicing & retired:
  - Physicians
  - Nurses
  - Other health professionals
  - Other citizens interested in health issues

Other Citizen Corps Programs

- Neighborhood Watch Program (NWP)
- Volunteers in Police Service (VIPS)
- Fire Corps
  - Mission: To help career, volunteer, & combination fire departments supplement existing personnel resources by recruiting citizen advocates who support the department in non-operational roles

Private Sector

- Many businesses need EMs
- Many businesses play a role in EM
  - Banks
  - Insurance Companies
  - Corporations
  - Small Businesses
  - Consulting
Seasonal Life of the EM
- Tornado Season – March 1
- Hurricane Season – June 1 thru November 30
- Cyclone Season (South Pacific) – November 1 thru April 30
- Fire Season (California) – May thru November
- Other disasters do not offer advance warnings
  - Earthquakes
  - Terrorist attacks
- Discerning seasonal threats & anticipating threats are parts of the EM’s job

Working & Volunteering in EM
- Join a Citizen Corps Group
- FEMA Corps
- Look for an internship in an EMA
- Assist a faculty member with research
- Volunteer internationally – Peace Corps
- Join a faith-based disaster team

Practicing Emergency Management
- 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
  - Planning with responding partners
  - Writing plans
  - Conducting drills/exercises
  - Designing warning systems
Practicing Emergency Management (cont.)

- Response
  - Activating warning systems
  - Supporting evacuations/sheltering in place
  - Conduct search & rescue operations
  - Treating the injured
  - Recovering the dead
  - Coordinating debris removal
  - Organizing volunteers
  - Conducting damage assessments
  - Requesting needed outside help

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

- Mitigation
  - Identifying risks
  - Mitigation planning
  - Mitigation implementation

Emergency Manager Certification

- In the 1990s, the National Coordinating Council for Emergency Management (NCCEM) established a committee to advance EM towards a true profession
  - Felt profession wasn’t being taken seriously
  - Wanted to increase salary (some of the lowest paid positions in local govt.)
  - Goal was to establish the title of Certified Emergency Manager
NCCEM surveyed local EMs & found:
- About half had high school educations or less
  - Low educational levels often equal low incomes/earning potential
  - Low pay often leads to low respect among peers
- Lack of diversity
  - Many were white, over 50 years old
  - Many had military backgrounds

NCCEM changed its name to the International Assoc. of Emergency Managers (IAEM)
- Created requirements for an EM certification:
  - Three years experience
  - Bachelor's degree
  - Contribution to the field (leadership role in the profession, attending professional meetings, writing an article for a professional magazine)

Also created an associate EM designation
- 200 hrs training over 10 yrs (100 hrs in EM, 100 in general management)
- Writing a management essay
- Three reference letters
- Attaining a score of at least 75% on a 100-item multiple choice test