

Hazard Mitigation Training Needs and Gap Analysis

Report and Recommendations

July 2016

Prepared for:

**U.S. Federal Emergency Management Agency
Federal Insurance & Mitigation Administration
Regional & Disaster Support Branch
Cadre Management and Disaster Operations Product Development**

**Technical Support Assistance for HM Cadre Training,
Recovery Task Order #12 BPA HSFE70-15-J-0070**

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Background

In September 2015, the Hazard Mitigation (HM) Cadre reduced the number of position titles from 49 to 34 in an effort to streamline their force structure. Positions that were infrequently or rarely deployed were consolidated into closely related positions – most significantly, 12 Crew Leader titles reduced to seven; six Task Force Leader titles reduced to four; and four Functional Group Supervisor titles replaced by one title: HM Program Group Supervisor. In addition, the position titles of “Specialist Expert” were changed to “Technical Specialist.” The Position Task Books (PTBs) and HM Qualification Sheets were consolidated to reflect the title changes, and the HM Qualification Sheets also reflect the Workforce Development Division (WDD) rules affecting the Hazard Mitigation program component of the FEMA Incident Workforce Academy (FIWA) training. The HM Qualification Sheet changes were implemented before a training needs and gap analysis could be completed.

The Insurance and Mitigation Readiness Division (IMRD) decided to take a closer look at the required training in the HM Qualification Sheet for each position to ensure the HM Cadre members are receiving adequate training to perform the duties of their jobs.

Introduction

In Recovery Task Order #12 BPA HSFE70-15-J-0070, the objective of Task One, “Training Needs and Gap Analysis,” is to ensure that required FEMA Qualification System (FQS) training currently on the HM Qualification Sheets addresses the knowledge needed to conduct the tasks outlined in each of the PTBs for which the HM Qualification Sheet was developed.

This report documents the analysis process and identifies gaps between the Behavior/Activity Tasks on the PTBs and the training listed in current HM Qualification Sheets (as determined by stated course objectives). It then proposes recommendations for closing those gaps including:

- Adding or removing courses on the HM FQS Qualification Sheets
- On-the-job training
- Course revisions

The HM Field Operations curriculum is maintained by the HM Cadre Management Branch of IMRD in FIMA. Specific recommendations for revision of those courses are included in the Appendix to this report. The revision recommendations are based on the review of course materials and course references completed as part of this analysis, observation of classroom delivery, and recommendations from instructors.

Methodology

The following extant data was collected and compiled into spreadsheets to study the information across tiers and through functional progressions:

- For each HM Cadre position title, the Hazard Mitigation-specific Behavior/Activities and tasks in the PTB
- For each HM Cadre position title, the courses in the HM Qualification Sheets
- For each Hazard Mitigation course on the HM Qualification Sheets, the course learning objectives listed in the Emergency Management Institute (EMI) 2015–2016 Catalog of Courses
- Prerequisite courses for required courses that were identified in the EMI Catalog were noted but not added to the analysis spreadsheet

The following process was used to identify gaps between performance requirements and HM Qualification Sheet training:
(Attachment: Training Needs Analysis)

- For each Hazard Mitigation-specific Behavior/Activity task in a PTB, searched for relevant learning objectives in the required courses listed on the HM Qualification Sheet. If found, the course numbers of the training were recorded into the spreadsheet. If no learning objectives for a Behavior/Activity task were found in the required courses, recorded that as a potential training gap.
- For PTB Behavior/Activity tasks not addressed in the HM Qualification Sheet, searched the learning objectives of courses required in the HM Qualification Sheets of previous positions in the progression, as defined in the Hazard Mitigation Progression Flowchart. If found, eliminated the gap designation.
- Where HM Qualification Sheet courses require prerequisites, as described in the EMI Course Catalog, searched for them in the HM Qualification Sheet and in the HM Qualification Sheets of previous positions in the progression.

Using this process, other gaps or inconsistencies were also identified in the HM Qualification Sheets:

- HM Qualification Sheet courses not directly linked to any of the Hazard Mitigation-specific Behavior/Activity tasks
- HM Qualification Sheet courses that addressed learning objective(s) fulfilled in courses in a previous HM Qualification Sheet in a functional progression
- Courses for which prerequisites are required and not in the position HM Qualification Sheet nor on HM Qualification Sheets for previous positions in the progression
- HM Qualification Sheet courses where the intended target audience described in the EMI Catalog does not include the HM FQS job title
- Courses that are in need of revision on the basis of date of last revision relative to FQS, operational, or programmatic changes
(Appendix: Revision Recommendations to FEMA Hazard Mitigation Field Operations Curriculum)

Recommendations

The recommendations for closing training gaps and making adjustments to correct inconsistencies or redundancies are organized into four Tiers consistent with the Hazard Mitigation Progression Flowchart:

- Tier 4: HM Specialists
- Tier 3: HM Technical Specialists, HM Crew Leaders, and HM Task Force Leaders
- Tier 2: HM Management Coordinator, HM Program Group Supervisor, and HM Hazard Mitigation Group Supervisor
- Tier 1: HM Branch Director, II and I

Tier 4: Hazard Mitigation Cadre Specialists

Summary

Several areas of knowledge and skill needed to demonstrate competencies in the HM Specialist PTBs are not adequately addressed in the HM Qualification Sheets. Those gaps are identified in Table 1. The training gaps can be closed in most cases by reallocating existing courses between HM Qualification Sheets, revising existing courses, and, during disaster deployments, through use of on-the-job mentoring and job aids and completion of relevant Independent Study courses.

Training to address learning needs of HM Specialists was reduced in the current HM Qualification Sheets to meet the limitation of a one-week maximum for Tier 1 Program training. HM Specialists can achieve most learning objectives if the following adjustments are made.

Revise E0207

The foundational course on all HM Specialist Qualification Sheets, E0207, *Introduction to Hazard Mitigation Field Operations*, is intended to impart knowledge about basic hazard mitigation concepts, authorities, programs, organizations, stakeholders, and practices that are relevant across all of the HM Specialist functions. The course is currently three days but can be reduced to two days by streamlining the content to retain learning objectives relevant to all HM Specialists regardless of function, eliminating redundant content covered in the *FIWA Specialist Series* training, and streamlining content covered in subsequent Hazard Mitigation courses.

Reinstate the Core Principles for HM Specialists courses to the appropriate HM Qualification Sheets

Before the WDD created the FIWAs, most HM Specialist Qualification Sheets included a course designed to describe the specific job tasks and the skills needed to perform the job. The courses designed for the HM Specialists were removed from the HM Specialist Qualification Sheets due

to time restraints. This report recommends returning the HM Specialist courses (E0157, *Core Principles for HM Community Education and Outreach (CEO) Specialists**; E0158, *Core Principles for HM Community Planner Specialists**; E0167, *Core Principles for HM Hazards and Performance Analysis (HPA) Specialists*; E0180, *Core Principles for HM Insurance Specialists*, and E0272, *Managing the Floodplain Post Disaster*) to the HM Specialist Qualification Sheets where applicable.

* These courses are currently misnamed in the EMI Catalog and on the HM Qualification Sheets.

Extend the Program FIWA “week” to six or seven days as necessary to complete the necessary courses

E0157, *Core Principles for HM Community Education and Outreach (CEO) Specialists*, is a four-day course and cannot be reduced to three. A new course, E0871, *Maximizing Mitigation*, is being added as a required course for HM Grants Specialists and HM 406 Specialists. As of information received to date, it is a five-day course.

Remove the “functional” Hazard Mitigation Independent Study courses from the HM Specialists’ Qualification Sheets

This report recommends removing the “functional” workshops* and Independent Study (IS) courses describing Hazard Mitigation functions from several of the HM Specialist Qualification Sheets to meet the time constraints of the HM Program FIWA. Between E0207 and the Core Principles courses, HM Specialists will receive equivalent training about their functional area. Details are provided in Table 1 below.

*Two “functional” workshops, *HM Floodplain Management in Disaster Operations* and *HM Insurance in Disaster Operations*, are currently being converted to IS courses.

Address Specialty training needs through the use of Mentoring Plans and Independent Study courses

Carrying a “specialty” designation indicates that an employee possesses expertise in performing specific Hazard Mitigation tasks, and current FQS rules do not authorize additional formal training to learn those skills. This report recommends use of the HM Field Operations Mentoring Guide and Job Aids to create mentoring plans for attaining Specialty skills, and Independent Study courses for attaining Specialty knowledge requirements.

Update Existing Courses

Most of the HM Specialist courses include references to outdated HM FQS titles and obsolete versions of the HM ConOps, HMFOG, and program guidance, and do not include recent changes to FEMA doctrine. See the Appendix for details.

Proposed HM Program FIWA Tracks including new course titles



Tier 4: HM Specialist Training Gaps and Proposed Solutions

Table 1. HM Specialist Training Gaps and Proposed Solutions, assuming limited to one-week program FIWA

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
All HM Specialists				<ul style="list-style-type: none"> E0207: Introduction to Hazard Mitigation Field Operations (In progress)
HM CEO Specialist (CESP)	<ul style="list-style-type: none"> Gather, review, and organize disaster-related information for analysis and decision making Communicate HM program information Advise and guide on HM program concepts, rules, regulations, and processes Analyze program-related data to make recommendations and identify problems Implement HM program processes 	<p>Add</p> <ul style="list-style-type: none"> E0157: Core Principles for HM CEO Specialists* <p>Remove</p> <ul style="list-style-type: none"> ISO160: HM CEO in Disaster Operations ISO242: Effective Communication ISO403: Introduction to Individual Assistance (DF 103) ISO922: Applications of GIS for Emergency Management <p>*This course is currently misnamed in the EMI Catalog and on the Qualification Sheets</p>	<ul style="list-style-type: none"> Provide a stand-alone update to address CEO-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> E0157: Core Principles for HM CEO Specialists

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
CESP	<p>HM Advisor Specialty</p> <ul style="list-style-type: none"> Advise individuals and businesses on hazard mitigation, promoting rebuilding techniques and measures 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for CESP seeking HM Advisor Specialty Depending on the hazard event: <ul style="list-style-type: none"> IS0319: Tornado Mitigation Basics for Mitigation Staff IS0320: Wildfire Mitigation Basics for Mitigation Staff IS0321: Hurricane Mitigation Basics for Mitigation Staff IS0322: Flood Mitigation Basics for Mitigation Staff IS0323: Earthquake Mitigation Basics for Mitigation Staff 	<ul style="list-style-type: none"> IS0319: Tornado Mitigation Basics for Mitigation Staff IS0320: Wildfire Mitigation Basics for Mitigation Staff IS0321: Hurricane Mitigation Basics for Mitigation Staff IS0322: Flood Mitigation Basics for Mitigation Staff IS0323: Earthquake Mitigation Basics for Mitigation Staff
CESP	<p>HM Building Trades Specialty</p> <ul style="list-style-type: none"> Advise and provide expertise on development and implementation of CEO building trades outreach and all aspects of building trades 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for CESP seeking HM Building Trades Specialty 	

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
CESP	Education and Outreach Specialty <ul style="list-style-type: none"> Implement educational strategies 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for CESP seeking Education and Outreach Specialty 	
CESP	Demographics Specialty <ul style="list-style-type: none"> Analyze demographic information and provide recommendations 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for CESP seeking Demographics Specialty 	
CESP	DRC Coordination Specialty <ul style="list-style-type: none"> Implement educational strategies 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for CESP seeking DRC Coordination Specialty 	
CESP	Product Development Specialty <ul style="list-style-type: none"> Develop disaster- and site-specific, community-based education and outreach materials 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for CESP seeking Product Development Specialty 	
CESP	Best Practice Specialty <ul style="list-style-type: none"> Identify, investigate, and document mitigation Best Practices and Case Studies 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for CESP seeking Best Practices Specialty 	

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
CESP	Writer Specialty <ul style="list-style-type: none"> • Develop materials used for publications 		<ul style="list-style-type: none"> • Develop and implement individualized mentoring plans for CESP seeking Writer Specialty 	
CESP	Media Production Specialty <ul style="list-style-type: none"> • Provide Media Production Services 		<ul style="list-style-type: none"> • Develop and implement individualized mentoring plans for CESP seeking Media Production Specialty 	
CESP	Speaker's Bureau Specialty <ul style="list-style-type: none"> • Coordinate Speaker's Bureau activities 		<ul style="list-style-type: none"> • Develop and implement individualized mentoring plans for CESP seeking Speakers Bureau Specialty 	

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
<p>HM Community Planner Specialist (CPSP)</p>	<ul style="list-style-type: none"> • Provide basic HM Planning and/or operational technical guidance to internal and external stakeholders • Coordinate with State and/or local entities to identify any technical assistance needed to facilitate HM Plan development • Provide support and assist with planning-related training to states, tribes, and local governments 	<p>Add</p> <ul style="list-style-type: none"> • E0158: Core Principles for HM Community Planner Specialists • IS0328: Plan Review for Local Mitigation Plans <p>Remove</p> <ul style="list-style-type: none"> • IS0161: Hazard Mitigation Planning in Disaster Operations 	<ul style="list-style-type: none"> • Provide a stand-alone update to address HM Planning-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> • E0158: Core Principles for HM Community Planner Specialists

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
HM Grants Specialist (GRSP)	<ul style="list-style-type: none"> • Gather, review, and organize disaster-related information for analysis and decision making • Advise and guide on HM program concepts, rules, regulations, and processes • Implement HM program processes • Access and use FEMA technology tools and systems (National Emergency Management Information System (NEMIS), Data Warehouse) • Identify the need and potential delivery of training related to Hazard Mitigation Assistance application development and NEMIS 	Add <ul style="list-style-type: none"> • E0871: Maximizing Mitigation 	<ul style="list-style-type: none"> • Develop individualized mentoring plans using the HM Field Operations Mentoring Guide and Job Aids for HM Grants Specialist • Provide a stand-alone update to address HM Grants-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated • IS0163: HM Grants in Disaster Operations • IS0212.b: Introduction to Unified Hazard Mitigation Assistance • IS0253.a: Overview of FEMA’s Environmental and Historic Preservation Review • IS0276: Benefit-Cost Analysis Fundamentals • IS0242.b: Effective Communication 	<ul style="list-style-type: none"> • IS0163: HM Grants in Disaster Operations

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
HM Engineering and Architect Specialist (EASP)	<ul style="list-style-type: none"> Develop and assist as Technical Monitor with Hazard Mitigation Technical Assistance Program (HMTAP) and Technical Assistance Research Contract (TARC) Task Orders and Interagency Agreements Deliver workshops and outreach Provide technical assistance relating to building codes 	<p>Add</p> <ul style="list-style-type: none"> E0167: Core Principles for HM HPA Specialists <p>Remove</p> <ul style="list-style-type: none"> E0276: Benefit-Cost Analysis: Entry-Level 	<ul style="list-style-type: none"> Provide a stand-alone update to address HM HPA-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated IS0164: HM HPA in Disaster Operations IS0276: Benefit-Cost Analysis Fundamentals 	<ul style="list-style-type: none"> E0164: Core Principles for HM HPA Specialists
EASP	<p>Architect Specialty</p> <ul style="list-style-type: none"> Advise and guide on architectural concepts and practices 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for EASP seeking Architect Specialty 	
EASP	<p>Engineer (Civil) Specialty</p> <ul style="list-style-type: none"> Advise and guide on civil engineering concepts and practices 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for EASP seeking Engineer (Civil) Specialty 	
EASP	<p>Engineer (Hydraulic) Specialty</p> <ul style="list-style-type: none"> Advise and guide on hydraulic/hydrologic engineering concepts and practices 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for EASP seeking Engineer (Hydraulic) Specialty 	

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
EASP	Engineer (Structural) Specialty <ul style="list-style-type: none"> Advise and guide on structural engineering concepts and practices 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for EASP seeking Engineer (Structural) Specialty 	
EASP	Engineer (Seismic) Specialty <ul style="list-style-type: none"> Advise and guide on seismic engineering concepts and practices 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for EASP seeking Engineer (Seismic) Specialty IS0325: Earthquake Basics: Science, Risk, and Mitigation 	
HM 406 Specialist (HASP)	<ul style="list-style-type: none"> Support and collaborate with PA staff in identifying, developing, and/or reviewing 406 Mitigation (MT) projects for sound mitigation techniques, as requested by PA Provide 406 MT overview and/or training when requested by PA or State Coordinate and discuss Hazard Mitigation Proposal (HMP) strategies and 	Add <ul style="list-style-type: none"> E0871: Maximizing Mitigation 	<ul style="list-style-type: none"> Develop individualized mentoring plans for new HM 406 Specialists using the HM Field Operations Mentoring Guide and Job Aids Provide a stand-alone update to address HM HPA-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated IS0164: HM HPA in Disaster Operations 	

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
	<p>preparation with PA Project Specialist and Environmental/Historic Preservation prior to development</p> <ul style="list-style-type: none"> • Prepare HMPs • Assist PA, State, and Applicant personnel in HMP development 			
HM HPA Specialist (HPSP)	<ul style="list-style-type: none"> • Tasks involving HMGP application development and coordination with HM Grants 	<p>Add</p> <ul style="list-style-type: none"> • E0167: Core Principles for HM HPA Specialists <p>Remove</p> <ul style="list-style-type: none"> • IS0164: HM HPA in Disaster Operations • E0276: Benefit Cost Analysis Entry Level 	<ul style="list-style-type: none"> • Develop individualized mentoring plans for new HM HPA Specialists using the HM Field Operations Mentoring Guide and Job Aids • Provide a stand-alone update to address HM HPA-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> • E0167: Core Principles for HM HPA Specialists

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
HM Floodplain Management Specialist (FPSP)	<ul style="list-style-type: none"> • Gather, review, and organize disaster-related information for analysis and decision making • Communicate HM program information • Advise and guide on HM program concepts, rules, regulations, and processes • Analyze program-related data to make recommendations and identify problems • Implement HM program processes 	<p>Add</p> <ul style="list-style-type: none"> • E0272: Managing the Floodplain Post Disaster <p>Remove</p> <ul style="list-style-type: none"> • E0162: Hazard Mitigation Floodplain Management in Disaster Operations • E0165: Hazard Mitigation Insurance in Disaster Operations 	<ul style="list-style-type: none"> • Provide a stand-alone update to address HM Floodplain Management-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> • E0272: Managing the Floodplain Post Disaster • IS0284: Using the Substantial Damage Estimator 2.0 Tool
FPSP	<p>11988 and 11990 Specialty</p> <ul style="list-style-type: none"> • Advise and provide technical assistance on Executive Order 11988 and Executive Order 11990 		<ul style="list-style-type: none"> • Develop and implement individualized mentoring plans for FPSP seeking 11988 and 11990 Specialty • E0727: Executive Orders 11988 and 11990: Floodplain Management and Wetlands Protection 	<ul style="list-style-type: none"> • E0162: Hazard Mitigation Floodplain Management in Disaster Operations

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
FPSP	<p>Substantial Damage Specialty</p> <ul style="list-style-type: none"> Advise and provide technical assistance on Substantial Damage floodplain management-related activities 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for FPSP seeking Substantial Damage Specialty E0265: Providing Post Disaster Substantial Damage Technical Assistance to Communities 	
HM Insurance Specialist (HISP)	<ul style="list-style-type: none"> Gather, review, and organize disaster-related information for analysis and decision making Communicate HM program information Advise and guide on HM program concepts, rules, regulations, and processes Implement HM program processes 	<p>Add</p> <ul style="list-style-type: none"> E0180: Core Principles for HM Insurance Specialists <p>Remove</p> <ul style="list-style-type: none"> E0162: Hazard Mitigation Floodplain Management in Disaster Operations (also applies to ISO162) 	<ul style="list-style-type: none"> Provide a stand-alone update to address HM Insurance-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> E0180: Core Principles for HM Insurance Specialists
HISP	<p>Non-Flood Property Insurance Specialty</p> <ul style="list-style-type: none"> Analyze and interpret non-federal flood and non-flood property insurance policies 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for HISP seeking Non-Flood Property Insurance Specialty 	

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
HISP	<p>JFO Hotline Specialty</p> <ul style="list-style-type: none"> Advise and provide technical support to JFO Hotline operations 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans for HISP seeking JFO Hotline Specialty 	
HM Training and Administrative Specialist (TASP)	<ul style="list-style-type: none"> Analyze data and conduct needs assessment for HM branch training and mentoring plans Develop HM Branch training/mentoring plans Implement HM Branch training plan Implement HM Branch mentoring plan Coordinate with Training Unit to ensure that HM training needs will be addressed without duplication of effort Establish administrative procedures for HM Branch Perform administrative procedures for HM Branch 		<ul style="list-style-type: none"> Develop and implement individualized mentoring plans Provide a stand-alone update to address HM Branch-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated IS0160: Hazard Mitigation Community Education and Outreach in Disaster Operations IS0161: Hazard Mitigation Planning in Disaster Operations IS0162: Hazard Mitigation Floodplain Management in Disaster Operations IS0163: Hazard Mitigation Grants in Disaster Operations 	<ul style="list-style-type: none"> IS0159: Hazard Mitigation Management Support in Disaster Operations E0206: Conducting Hazard Mitigation Field Operations Training (Develop a special version for TASPs who will administer but not conduct the training)

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training and Mentoring using the HM Field Operations Mentoring Guide and Job Aids	Courses to Revise (See Appendix for details)
			<ul style="list-style-type: none"> IS0164: Hazard Mitigation Hazards and Performance Analysis in Disaster Operations 	
HM Data Integration Specialist (DISP)	<ul style="list-style-type: none"> Coordinate HM data with other agencies and organizations Manage HM data and storage devices Advise on databases and data sets Analyze effectiveness of data integration (Analyze available data in specific event to propose systematic solutions, strategies, priorities, and/or changes to existing protocols) 	Add <ul style="list-style-type: none"> IS0159: Hazard Mitigation Management Support in Disaster Operations 	<ul style="list-style-type: none"> Develop individualized mentoring plans using the HM Field Operations Mentoring Guide and Job Aids for HM Specialists who have opened a PTB for HM Data Integration Specialist Provide a stand-alone update to address HM Branch-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated Revise Hazard Mitigation Data Management Plan Guide from November 2013 and develop tutorial on how to use it 	<ul style="list-style-type: none"> IS0159: Hazard Mitigation Management Support in Disaster Operations

Tier 3: Hazard Mitigation Cadre Technical Specialists

Summary

Remove the HM Specialist Level Core Principles Courses

When the Hazard Mitigation positions were collapsed in 2015, some of the HM Specialist level courses were moved to the HM Technical Specialist Qualification sheets. HM Technical Specialists should already possess the knowledge and skills addressed in those courses before even opening a HM Technical Specialist PTB. This report recommends removing those courses (E0157, *Core Principles for HM CEO Specialists*; E0158, *Core Principles for HM Community Planner Specialists*; E0167, *Core Principles for HM HPA Specialists*; and E0272, *Managing the Floodplain Post Disaster*) from the HM Technical Specialist Qualification Sheets. The training gaps and proposed solutions for HM Technical Specialists are described in Table 2.

Provide opportunities to address high level technical training needs on the job

The HM Technical Specialist Qualification Sheets include extensive training for PTB tasks that require technical knowledge. Some technical courses are available and remain in the PTB. Many of the tasks in the PTBs, such as analyzing complex disaster-related information and data, analyzing and interpreting Hazard Mitigation policy and program guidance, communicating that complex information in stressful circumstances, managing complex projects, and coaching or mentoring staff, are best learned from other experts in their functional area. Supervisors can use the Hazard Mitigation Field Operations Mentoring Guide and Job Aids to create mentoring plans that are tailored to the specific needs of individuals who have opened a PTB for a Technical Specialist position. When deployed, HM Technical Specialists also may have the opportunity to complete Independent Study courses that will address learning gaps.

Create an HM Instructor Specialty and a tutorial on how to use the Hazard Mitigation Field Operations Mentoring Guide

HM Technical Specialists are expected to train other employees both on-the-job and in the classroom, and all of the HM Technical Specialist Qualification Sheets include E0206, Conducting Hazard Mitigation Field Operations Training. Not all HM Technical Specialists are comfortable with the role of a classroom instructor, but may be excellent mentors. This report recommends that an Instructor Specialty be created for those HM Technical Specialists that wish to conduct classroom instruction, with the requirement to complete E0141, Instructional Presentation and Evaluation Skills, followed by E0206. For those HM Technical Specialists who will mentor staff in the technical requirements of the particular disaster, currently there is no training available but there is a useful job tool, the Hazard Mitigation Field Operations Mentoring Guide and Job Aids. This report recommends the development of a tutorial on the use of the Hazard Mitigation Field Operations Mentoring Guide that can be downloaded and completed on an as-needed basis by HM Technical Specialists and HM supervisors.

Tier 3: HM Technical Specialist Training Gaps and Proposed Solutions

Table 2. HM Technical Specialist Training Gaps and Proposed Solutions

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
All Technical Specialists	<ul style="list-style-type: none"> • Identify and analyze complex disaster-related information • Communicate complex HM program information in stressful circumstances • Effectively work with HQ, Regions, and External Affairs • Address complex questions and issues when advising and providing guidance on complex HM program concepts, rules, regulations and processes • Research, analyze and interpret policy papers issued by Headquarters 	<ul style="list-style-type: none"> • If possible, add an Instructor Specialty <p>Add</p> <ul style="list-style-type: none"> • E0141: Instructional Presentation and Evaluation Skills <p>Remove</p> <ul style="list-style-type: none"> • IS0265: Basic Instructional Skills (no longer on schedule) 	<ul style="list-style-type: none"> • Refer to the formal Mentoring Plans for the nine positions formerly called HM Specialist Expert, and the current HM Technical Specialist PTBs and HMFOG Task Lists, as references for developing mentoring objectives for HM Technical Specialist candidates' mentoring plans • Develop a tutorial on the use of the Hazard Mitigation Field Operations Mentoring Guide and Job Aids to mentor staff 	<ul style="list-style-type: none"> • E0206: Conducting Hazard Mitigation Field Operations Training
HM CEO Technical Specialist (EOEX)	<ul style="list-style-type: none"> • Effectively work with HQ, Regions and External Affairs • Identify education and outreach gaps and opportunities and make recommendations that 	<p>Add</p> <ul style="list-style-type: none"> • IS0403: Introduction to Individual Assistance (DF 103) • IS0922: Applications of GIS for Emergency Management 	<ul style="list-style-type: none"> • Develop mentoring plans to train EOEX on specific tasks not addressed in training. • Provide a stand-alone update to address HM CEO-related FQS, 	<ul style="list-style-type: none"> • IS0319: Tornado Mitigation Basics for Mitigation Staff • IS0320: Wildfire Mitigation Basics for Mitigation Staff • IS0321: Hurricane

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
	<p>can be addressed by education and outreach activities</p> <ul style="list-style-type: none"> • Use and teach FEMA technology tools and systems. (e.g., Floodsmart.gov cost estimating program and one-step flood risk profile, FEMA Mapping Service Center) • Analyze client and community needs • Identify topics and trends where there is insufficient or conflicting information that needs to be clarified for the public 	<ul style="list-style-type: none"> • IS0162: HM Floodplain Management in Disaster Operations <p>Remove</p> <ul style="list-style-type: none"> • E0157: Core Principles for HM CEO Specialists • E0272: Managing the Floodplain Post Disaster • IS0265: Basic Instructional Skills (no longer on schedule) 	<p>HMFOG, doctrine and program changes to be used until the required courses are updated</p>	<p>Mitigation Basics for Mitigation Staff</p> <ul style="list-style-type: none"> • IS0322: Flood Mitigation Basics for Mitigation Staff • IS0323: Earthquake Mitigation Basics for Mitigation Staff
<p>HM Community Planner Technical Specialist (CPEX)</p>	<ul style="list-style-type: none"> • Provide consultation and apply regulations and FEMA policies to resolve complex HM Planning issues • Develop expert capability for providing advisory and technical assistance to state, tribal, and local officials 	<p>Remove</p> <ul style="list-style-type: none"> • E0158: Core Principles for Community Planner Specialists 	<ul style="list-style-type: none"> • Develop mentoring plans to train CPEX on specific tasks not addressed in training • Provide a stand-alone update to address HM Planning-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> • E0163: HM Grants in Disaster Operations

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HM Grants Technical Specialist (GREX)	<ul style="list-style-type: none"> Provide program advice and guidance in multiple hazards 	<p>Add</p> <ul style="list-style-type: none"> IS0319: Tornado Mitigation Basics for Mitigation Staff IS0320: Wildfire Mitigation Basics for Mitigation Staff IS0321: Hurricane Mitigation Basics for Mitigation Staff IS0322: Flood Mitigation Basics for Mitigation Staff IS0323: Earthquake Mitigation Basics for Mitigation Staff 	<ul style="list-style-type: none"> Provide a stand-alone update to address HM Grants-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> IS0319: Tornado Mitigation Basics for Mitigation Staff IS0320: Wildfire Mitigation Basics for Mitigation Staff IS0321: Hurricane Mitigation Basics for Mitigation Staff IS0322: Flood Mitigation Basics for Mitigation Staff IS0323: Earthquake Mitigation Basics for Mitigation Staff
HM Engineering and Architect Specialist Technical (EAEX)	<ul style="list-style-type: none"> Prepare and deliver workshops/training and outreach activities Develop position papers on unique or controversial issues for Region and Headquarters requiring policy determination 	<p>Add</p> <ul style="list-style-type: none"> E0871: Maximizing Mitigation <p>Remove</p> <ul style="list-style-type: none"> E0167: Core Principles for HM HPA Specialists 	<ul style="list-style-type: none"> Develop mentoring plans to train EAEX on tasks not addressed in training Provide a stand-alone update to address HM HPA-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HM HPA Technical Specialist (HPEX)	<ul style="list-style-type: none"> Analyze program-related data to make recommendations and identify problems to recognize the need for contract technical specialists Prepare and deliver workshops and outreach activities 	<p>Add</p> <ul style="list-style-type: none"> IS0163: HM Grants in Disaster Operations <p>Remove</p> <ul style="list-style-type: none"> E0167: Core Principles for HM HPA Specialists 	<ul style="list-style-type: none"> Develop mentoring plans to train HPEX on tasks not addressed in training Provide a stand-alone update to address HM HPA-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> IS0163: HM Grants in Disaster Operations
HM 406 Technical Specialist (HAEX)	<ul style="list-style-type: none"> Support and collaborate with PA, State, and Applicant personnel in HMP development prior to writing the HMP 		<ul style="list-style-type: none"> Develop mentoring plans to train HAEX on tasks not addressed in training Provide a stand-alone update to address HM 406-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	
HM Floodplain Management Technical Specialist (FPEX)	<ul style="list-style-type: none"> Identify issues or trends in community's administrative process to enforce Flood Damage Prevention Ordinances Provide technical assistance in high-profile, politically-sensitive communities 	<p>Add</p> <ul style="list-style-type: none"> E0273: Managing Floodplain Development through the National Flood Insurance Program IS0165: HM Insurance in Disaster Operations <p>Remove</p> <ul style="list-style-type: none"> E0272: Managing the Floodplain Post Disaster 	<ul style="list-style-type: none"> Develop mentoring plans to train FPEX on tasks not addressed in training Provide a stand-alone update to address HM Floodplain Management-related FQS, HMFOG, doctrine and program changes to be used until the 	

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
	<ul style="list-style-type: none"> Provide HM program advice and guidance in multiple regions 		required courses are updated	
HM Insurance Technical Specialist (INEX)	<ul style="list-style-type: none"> Provide analysis of National Flood Insurance Program insurance data, significant trends, and conditions to relevant stakeholders 	<p>Add:</p> <ul style="list-style-type: none"> IS0162: HM Floodplain Management in Disaster Operations <p>Remove:</p> <ul style="list-style-type: none"> E0180: Core Principles for HM Insurance Specialists 	<ul style="list-style-type: none"> Develop mentoring plans to train INEX on tasks not addressed in training Provide a stand-alone update to address HM Insurance-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	

Tier 3: Hazard Mitigation Cadre Crew Leaders

Summary

When the Hazard Mitigation positions were collapsed in 2015, some of the Specialist level training was moved to the Hazard Mitigation Crew Leader Qualifications sheets. Crew Leaders should already possess the knowledge and skills addressed in those courses before even opening their PTB. This report recommends removing those courses (E0157, *Core Principles for HM CEO Specialists*; E0158, *Core Principles for HM Community Planner Specialists*; E0167, *Core Principles for HM HPA Specialists*; E0180, *Core Principles for Insurance Specialists*; and E0272, *Managing the Floodplain Post Disaster*) from the Crew Leader Qualification Sheets. The training gaps and proposed solutions for HM Crew Leaders are described in Table 3.

Some of the courses in the HM Crew Leader Qualification Sheets require revision, particularly E0168, *Hazard Mitigation Crew Leader*.

Tier 3: HM Crew Leader Training Gaps and Proposed Solutions

Table 3. HM Crew Leader Training Gaps and Proposed Solutions

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
All HM Crew Leaders	<ul style="list-style-type: none"> • Prepare and discuss incident-specific performance evaluations using agency-approved forms with assigned personnel • Develop a communication strategy for addressing a hostile audience 		<ul style="list-style-type: none"> • Develop a tutorial on the use of the Hazard Mitigation Field Operations Mentoring Guide and Job Aids to mentor staff • Develop mentoring plans for HM Crew Leaders as needed using the HM Field Operations Mentoring Guide and Job Aids 	<ul style="list-style-type: none"> • E0168: Hazard Mitigation Crew Leader Course

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HM CEO Crew Leader (COCL)		Remove <ul style="list-style-type: none"> • E0157: Core Principles for Community Education and Outreach Specialists 	<ul style="list-style-type: none"> • Provide a stand-alone update to address HM CEO-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> • IS0319: Tornado Mitigation Basics for Mitigation Staff • IS0320: Wildfire Mitigation Basics for Mitigation Staff • IS0321: Hurricane Mitigation Basics for Mitigation Staff • IS0322: Flood Mitigation Basics for Mitigation Staff • IS0323: Earthquake Mitigation Basics for Mitigation Staff
HM Community Planner Crew Leader (CPCL)		Remove <ul style="list-style-type: none"> • E0158: Core Principles for HM Community Planner Specialists 	<ul style="list-style-type: none"> • Provide a stand-alone update to address HM Grants and Planning-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> • IS0163: HM Grants in Disaster Operations
HM Grants Crew Leader (GRCL)			<ul style="list-style-type: none"> • Provide a stand-alone update to address HM Grants and Planning-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> • IS0161: HM Planning in Disaster Operations

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HM 406 Crew Leader (HACL)		<p>Add</p> <ul style="list-style-type: none"> • IS0212.b: Introduction to Unified Hazard Mitigation Assistance (prerequisite to E0212) • E0381: Project Specialist (prerequisite to E0239) <p>Remove</p> <ul style="list-style-type: none"> • E0167: Core Principles for HM HPA Specialists 	<ul style="list-style-type: none"> • Provide a stand-alone update to address HM 406 and HPA-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> • IS0163: HM Grants in Disaster Operations
HM HPA Crew Leader (HPCL)		<p>Add</p> <ul style="list-style-type: none"> • IS0212.b: Introduction to Unified Hazard Mitigation Assistance (prerequisite to E0212) • E0381: Project Specialist (prerequisite to E0239) • E 0871: Maximizing Mitigation <p>Remove</p> <ul style="list-style-type: none"> • E0167: Core Principles for HM HPA Specialists 	<ul style="list-style-type: none"> • Provide a stand-alone update to address HM 406 and HPA-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	<ul style="list-style-type: none"> • IS0163: HM Grants in Disaster Operations

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HM Floodplain Management Crew Leader (FPCL)		Add <ul style="list-style-type: none"> • IS0165: HM Insurance in Disaster Operations Remove <ul style="list-style-type: none"> • E0272: Managing the Floodplain Post Disaster 	<ul style="list-style-type: none"> • Provide a stand-alone update to address HM Floodplain Management and Insurance-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	
HM Insurance Crew Leader (INCL)		Add <ul style="list-style-type: none"> • IS0162: HM Floodplain Management in Disaster Operations Remove <ul style="list-style-type: none"> • E0272: Managing the Floodplain Post Disaster 	<ul style="list-style-type: none"> • Provide a stand-alone update to address HM Floodplain Management and Insurance-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	

Tier 3: Hazard Mitigation Cadre Task Force Leaders

Summary

Minor training gaps were identified. Some of the courses in the HM Task Force Leader Qualification Sheets require revision, particularly E0204, *Hazard Mitigation Task Force Leader*. Updates to address FQS, HMFOG, and program changes should be provided. Table 4 provides proposed training solutions for HM Task Force Leaders.

Tier 3: HM Task Force Leader Training Gaps and Proposed Solutions

Table 4. HM Task Force Leader Training Gaps and Proposed Solutions

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
All HM Task Force Leaders				<ul style="list-style-type: none"> E0204: Hazard Mitigation Task Force Leader
HM Grants and Planning Task Force Leader (GPTL)		Remove <ul style="list-style-type: none"> ISO161: Hazard Mitigation Planning in Disaster Operations ISO163: Hazard Mitigation Grants in Disaster Operations 	<ul style="list-style-type: none"> Provide updates to address HM Grants and HM Planning-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HM Floodplain Management and Insurance Task Force Leader (FITL)	<ul style="list-style-type: none"> Ensure coordination with the HM Data Integration Specialist 		<ul style="list-style-type: none"> Develop mentoring plans as needed using the HM Field Operations Mentoring Guide and Job Aids Provide updates to address HM Floodplain Management and Insurance FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	
HM CEO Task Force Leader (COTL)	<ul style="list-style-type: none"> Ensure coordination with the HM Data Integration Specialist 		<ul style="list-style-type: none"> Develop mentoring plans as needed using the HM Field Operations Mentoring Guide and Job Aids Provide updates to address HM CEO FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	
HM HPA Task Force Leader (HPTL)			<ul style="list-style-type: none"> Provide updates to address HM HPA and 406-related FQS, HMFOG, doctrine and program changes to be used until the required courses are updated 	

Tier 2: Hazard Mitigation Cadre Management Coordinators

Summary

Some common training gaps were identified and can be addressed in the revision of E0204, *HM Task Force Leader* course, as HM Management Coordinators must be qualified HM Task Force Leaders. Additional training gaps will depend on the functional areas through which each HM Management Coordinator candidate has progressed. Supervisors will have to assess the need for mentoring and/or additional technical training. The training gaps and proposed solutions for HM Management Coordinators are described in Table 5.

Tier 2: Hazard Mitigation Management Coordinator Gaps and Proposed Solutions

Table 5. HM Management Coordinator Training Gaps and Proposed Solutions

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HM Management Coordinator (HMMC)	<ul style="list-style-type: none"> • Inform HM Branch management of mitigation-sensitive ESF activities, concerns, and issues • Identify common interests, goals, and objectives of HM Programs and ESF activities 	<p>Add</p> <ul style="list-style-type: none"> • IS0159: HM Management Support in Disaster Operations • IS0160: HM Community Education and Outreach in Disaster Operations • IS0161: HM Planning in Disaster Operations • IS0162: HM Floodplain Management in Disaster Operations • IS0163: HM Grants in Disaster Operations • IS0164: HM Hazards and Performance Analysis in Disaster Operations 	<ul style="list-style-type: none"> • In E0204, add examples of complex ESF mitigation activities, concerns, and issues 	<ul style="list-style-type: none"> • E0204: Hazard Mitigation Task Force Leader

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HMMC (cont.)	<ul style="list-style-type: none"> • Produce program information and communicate through established protocols, to advance the HM Strategy with external audiences of assigned ESFs (e.g., professional organizations, private and nonprofit entities, public, private sector) • Provide information on ESF activities for integration into Mitigation products • Provide information on mitigation measures targeted to the interest of the ESF audience 		<ul style="list-style-type: none"> • In E0204, add discussion and examples of circumstances for communicating complex HM program information with ESFs 	<ul style="list-style-type: none"> • E0204: Hazard Mitigation Task Force Leader
	<ul style="list-style-type: none"> • Demonstrate advanced knowledge of FEMA technology tools and systems (e.g., Hazard Mitigation Technical Assistance Program [HMTAP] information management, National Emergency Management Information System, Floodsmart.gov, Hazus) to retrieve data 		<ul style="list-style-type: none"> • Develop mentoring plans as appropriate depending on the progression of the candidate • Offer additional training as needed on the job (e.g., IS0842.A: NEMIS HMGP System: Enter the HMGP Application) 	

Tier 2: Hazard Mitigation Cadre Program Group Supervisors

Summary

No common training gaps were identified. However, E0203, *Hazard Mitigation Functional Group Supervisor*, the course specifically designed to address HM Program Group Supervisor knowledge and skills, is in need of revision. Until the revision is completed, stand-alone updates are needed to address FQS, HMFOG, and doctrine and program changes that render elements of the course obsolete.

Tier 2: Hazard Mitigation Cadre Program Group Supervisor Training Gaps and Proposed Solutions

Table 6. HM Program Group Supervisor Training Gaps and Proposed Solutions

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HM Program Group Supervisor (MPGS)			<ul style="list-style-type: none"> Provide updates to address FQS, HMFOG, doctrine and program changes to be used until the required course is updated 	<ul style="list-style-type: none"> E0203: Hazard Mitigation Functional Group Supervisor

Tier 2: Hazard Mitigation Cadre Group Supervisors

Summary

There is no mitigation-specific course for HM Group Supervisors. Technical training gaps may exist depending on the functional areas through which each HM Group Supervisor candidate has progressed. The training gaps and proposed solutions for HM Group Supervisors are described in Table 7.

Tier 2: Hazard Mitigation Cadre Group Supervisor Training Gaps and Proposed Solutions

Table 7. HM Group Supervisor Training Gaps and Proposed Solutions

Title	Gap between PTB Behavior Activity/Tasks and Qualification Sheet Training	Proposed Changes to Qualification Sheet	On-the-Job Training	Courses to Revise (See Appendix for details)
HM Group Supervisor (HMGS)			<ul style="list-style-type: none"> Provide updates to address FQS, HMFOG, doctrine and program changes 	
	<ul style="list-style-type: none"> Conduct Training Needs Assessment and coordinate mitigation training programs with Training Unit to enable staff to achieve qualifying sheet requirements 	Add <ul style="list-style-type: none"> E0206: Conducting Hazard Mitigation Field Operations Training 		<ul style="list-style-type: none"> E0206: Conducting Hazard Mitigation Field Operations Training
	<ul style="list-style-type: none"> Develop and implement a data management plan 		<ul style="list-style-type: none"> Revise Hazard Mitigation Data Management Plan Guide from November 2013 and develop tutorial on how to use it 	

Tier 1: Hazard Mitigation Cadre Branch Director II

Summary

There is no mitigation-specific course for HM Branch Director II. Technical training gaps may exist depending on the functional areas through which each HM Cadre Branch Director II candidate has progressed.

Tier 1: Hazard Mitigation Cadre Branch Director I

Summary

There is no mitigation-specific course for HM Branch Director I. Technical training gaps may exist depending on the functional areas through which each HM Cadre Branch Director I candidate has progressed.

Appendix: Revision Recommendations to FEMA Hazard Mitigation Field Operations Curriculum

Revise Resident Courses in HM Field Operations Curriculum

Course Name	Date of Last Revision	Revision Description
E0157: Core Principles for HM CEO Specialists	September 2013	<p>Assuming this course will be moved back to the Specialist Qualification Sheet*:</p> <ul style="list-style-type: none"> • Update to address only tasks that all CESP's perform according to PTB and 2016 HMFOG Task List - determine content meant for "Specialties" and consider making optional or deleting • Eliminate redundancy with E0207 and IS0160, particularly content on flood insurance and flood mitigation • Update to align with revised HM Cadre titles and progression; new versions of HM CONOPS, HMFOG and HM DRC Resource Kit; FIMA programmatic and policy changes; NFIP Insurance Advocate, and relevant aspects of FIMA reorganization
E0158: Core Principles for HM Community Planner Specialists	September 2013	<p>Assuming this course will be moved back to the Specialist Qualification Sheet*:</p> <ul style="list-style-type: none"> • Update to address skills needed to perform as described in CPSP PTB and in 2016 HMFOG CPSP Task List • Eliminate redundancy with E0207 and IS0161 • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization • Update for consistency with program guidance such as the new State Mitigation Plan Review Guide
E0166: Core Principles for HM PDA Specialists	October 2014	<p>Determine target audience for this course:</p> <ul style="list-style-type: none"> • Decide on use and content of HM PDA SOP and Tool and finalize that before revising this course • Update to align with revised HM Cadre titles and progression, new versions of HMCONOPS and HMFOG, and FIMA program and policy changes

Course Name	Date of Last Revision	Revision Description
E0167: Core Principles for HM HPA Specialists	December 2014	<p>Assuming this course will be moved back to the Specialist Qualification Sheet*:</p> <ul style="list-style-type: none"> • Update to address skills needed to perform tasks in PTBs and in 2016 HMFOG Task Lists of HASP, HPSP, and EASP: Grants Support - using criteria in the HMA Guidance, 406 - write HMP and develop application in EMMIE, Loss Avoidance Studies • Eliminate redundancy with E0207 and IS0164 • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, and relevant aspects of FIMA reorganization • Compare to contents of E0871, Maximizing Mitigation
E0180: Core Principles for HM Insurance Specialists	February 2014	<p>Assuming this will be moved back to the Specialist Qualification Sheet*:</p> <ul style="list-style-type: none"> • Update to reflect skills needed to perform tasks in HISP PTB and in 2016 HMFOG HISP Task List • Eliminate redundancy with E0207 and IS0165 • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization
E0272: Managing the Floodplain Post Disaster	March 2013	<p>Assuming this will be moved back to the Specialist Qualification Sheet*:</p> <ul style="list-style-type: none"> • Rename as “Core Principles for HM Floodplain Management Specialists” • Update to reflect skills needed to perform tasks in FPSP PTB and in 2016 HMFOG FPSP Task • Eliminate redundancy with E0207 and IS062 • Align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization

* If E0157, E0158, E0167, E0180, E0272 are NOT moved back to the Specialist Qualification Sheets and remain in the Technical Specialist Qualification Sheets, they need to be assessed and re-designed to address the knowledge and skills required by that audience rather than the Specialist audience for whom they were designed and developed.

Course Name	Date of Last Revision	Revision Description
E0168: HM Crew Leader	October 2014	<ul style="list-style-type: none"> • Review to determine and eliminate redundancy with E0603, FEMA Incident Workforce Academy (FIWA-Tier 3) for First-Line Supervisors • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization • Conduct disaster scenario activity as a culminating activity rather than in four phases • Simplify activities and organization of course materials
E0203: HM Functional Group Supervisor	October 2014	<ul style="list-style-type: none"> • Review to determine and eliminate redundancy with E0602, FEMA Incident Workforce Academy (FIWA-Tier 2) for Middle Managers • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization • Simplify activities and organization of course materials • Change course title to HM Program Group Supervisor
E0204: HM Task Force Leader	February 2015	<ul style="list-style-type: none"> • Review to determine and eliminate redundancy with E0603, FEMA Incident Workforce Academy (FIWA-Tier 3) for First-Line Supervisors • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization • Add discussion and examples of complex ESF mitigation activities, concerns, and issues, and communicating complex mitigation topics with ESFs • Conduct the disaster scenario activity as a culminating activity rather than in four phases • Simplify activities and organization of course materials

Course Name	Date of Last Revision	Revision Description
E0206: Conducting HM Field Operations Training	December 2014	<ul style="list-style-type: none"> • Determine status of IS 265 Basic Instructional Skills prerequisite and adjust course content if no longer available • Update the material regarding course formats and numbers in the course Forward • Align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization • Replace the content referring to the Procedure for Mentoring HM Specialist Expert Candidates with instructions on use of the HM Field Operations Mentoring Guide and Job Aids
E0207: Introduction to Hazard Mitigation Field Operations	Under revision	<ul style="list-style-type: none"> • Course is being streamlined to two days or less in order to allow for delivery of the Specialist level “Core Principles” courses in the HM Specialist/Tier4 Program FIWA (streamlining includes eliminating redundancy with L0598: FEMA Incident Workforce Academy - Specialist Series and addressing only knowledge required by all HM Specialists; detailed information on functional areas will be moved to the appropriate Specialist training) • Content being aligned with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization
E0285: Providing Substantial Damage Technical Assistance to Communities	October 2013	<ul style="list-style-type: none"> • Align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization

Revise Independent Study (IS) Courses in HM Field Operations Curriculum

Instructor Led Courses	Date of Last Revision	Revision Description
IS0159: HM Management Support in Disaster Operations	November 2014	<ul style="list-style-type: none"> • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, and relevant aspects of FIMA reorganization • Ensure all links are accessible outside FEMA firewall to enable Reservists to complete on personal devices
IS0160: HM CEO in Disaster Operations	May 2014	<ul style="list-style-type: none"> • Eliminate redundancy with E0207 and E0157 • Update to align with revised HM Cadre titles and progression; new versions of HM CONOPS, HMFOG and HM DRC Resource Kit; FIMA programmatic and policy changes; Flood Insurance Advocate, and relevant aspects of FIMA reorganization • Ensure all links are accessible outside FEMA firewall to enable Reservists to complete on personal devices
IS0161: HM Planning in Disaster Operations	September 2014	<ul style="list-style-type: none"> • Eliminate redundancy with E0207 and E0158 • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, Flood Insurance Advocate, and relevant aspects of FIMA reorganization • Ensure all links are accessible outside FEMA firewall to enable Reservists to complete on personal devices
IS0163: HM Grants in Disaster Operations	June 2014	<ul style="list-style-type: none"> • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, Hazard Mitigation Assistance programmatic and policy changes, and relevant aspects of FIMA reorganization • Ensure all links are accessible outside FEMA firewall to enable Reservists to complete on personal devices

Instructor Led Courses	Date of Last Revision	Revision Description
IS0164: HM HPA in Disaster Operations	December 2014	<ul style="list-style-type: none"> • Eliminate redundancy with E0207 and E0167 • Update to align with revised HM Cadre titles and progression, new versions of HM CONOPS and HMFOG, FIMA programmatic and policy changes, and relevant aspects of FIMA reorganization • Ensure all links are accessible outside FEMA firewall to enable Reservists to complete on personal devices
IS0284: Using the Substantial Damage Estimator (SDE) 2.0 Tool	January 2014	<ul style="list-style-type: none"> • Review to determine need for update to align with new features in SDE 2.2, FIMA programmatic and policy changes, and relevant aspects of FIMA reorganization
IS0319: Tornado Mitigation Basics for Mitigation Staff	October 2013	<ul style="list-style-type: none"> • Update to align with current FQS terminology and HM organization, current FIMA-approved hazard publications and mitigation advice; check FIMA position on referring survivors directly to local building officials
IS0320: Wildfire Mitigation Basics for Mitigation Staff	October 2013	<ul style="list-style-type: none"> • Update to align with current FQS terminology and HM organization, current FIMA-approved hazard publications and mitigation advice; check FIMA position on referring survivors directly to local building officials
IS0321: Hurricane Mitigation Basics for Mitigation Staff	October 2013	<ul style="list-style-type: none"> • Update to align with current FQS terminology and HM organization, current FIMA-approved hazard publications and mitigation advice; check FIMA position on referring survivors directly to local building officials
IS0322: Flood Mitigation Basics for Mitigation Staff	October 2013	<ul style="list-style-type: none"> • Update to align with current FQS terminology and HM organization, current FIMA-approved hazard publications and mitigation advice; check FIMA position on referring survivors directly to local building officials
IS0323: Earthquake Mitigation Basics for Mitigation Staff	October 2013	<ul style="list-style-type: none"> • Update to align with current FQS terminology and HM organization, current FIMA-approved hazard publications and mitigation advice; check FIMA position on referring survivors directly to local building officials • Compare to IS0325 to determine if more comprehensive