

Pennsylvania Emergency  
Management Agency  
2605 Interstate Drive  
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9364

**EMERGENCY  
MANAGEMENT  
DIRECTIVE  
NO. D2003-5**

**SUBJECT:**  
EMERGENCY MANAGEMENT TRAINING AND EDUCATION

**DATE:** March 7, 2003

**I. PURPOSE:**

The purpose of this directive is to prescribe the required training for persons serving as county and municipal emergency management coordinators, and county and municipal emergency management staff personnel.

**II. AUTHORITY**

- A. Subsection 7313 (5) of the Emergency Management Services Code, tasks the Pennsylvania Emergency Management Agency (PEMA)...*"To establish...training programs and programs of public information."* Subsection 7502 identifies a county coordinator as being recommended by the county commissioners, endorsed by the PEMA director, and appointed by the governor. At the municipal level, the coordinator is appointed by the Governor upon the recommendation of the municipal officials. It specifies that each coordinator shall complete two phases of the Career Development Program, and attend seminars, workshops and training conferences and that *"failure to attend the instruction...for a period of two consecutive years shall be cause for replacement."* Subsection 7502 further states, *"Responsibility for the professional in-service training of each coordinator rests with each successive higher political subdivision than the one in which the coordinator is functioning."*
- B. The Federal Civil Defense Act of 1950, Section 201 (e), directs the Federal Civil Defense Administration, now the Federal Emergency Management Agency (FEMA) to *"conduct or arrange...for training programs..."* and that *"civil defense technical training schools shall be established...."*
- C. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Section 201 (a) (1), authorizes the President to establish a disaster preparedness program that includes training and exercises.
- D. The Superfund Amendments and Reauthorization Act (SARA), Section 305 (a) (1), authorizes federal agencies to *"...provide training...in*

*mitigation, emergency preparedness, fire prevention and control, disaster response...and emergency processes.”*

### **III. GLOSSARY**

For the purposes of this directive, the following definitions are provided:

- A. **Region, or Regional Office:** One of the three geographically defined areas within PEMA, having offices in Hamburg, Harrisburg, and Indiana, Pennsylvania.
- B. **Emergency Management Staff:** Those persons, either volunteer or paid, who serve on the county or municipal emergency operations center staff or the county or municipal emergency management agency staff.
- C. **In-Service Training:** Scheduled, regularly recurring training that is designed to keep emergency management personnel abreast of new programs or changes in existing programs.
- D. **County Coordinators:** Emergency Management Coordinators in one of the sixty-seven counties in Pennsylvania.
- E. **Municipal Coordinators:** Coordinators in municipalities other than the sixty-seven counties in Pennsylvania.
- F. **Deputy Coordinators:** Assistant coordinators in one of the sixty-seven counties or municipalities in Pennsylvania.
- G. **Phase I and Phase II:** Previously existing programs that roughly equate to “basic, advanced, and professional certification” in this directive.

### **IV. GENERAL**

- A. In order to ensure that a minimum level of competence can be expected of all emergency management personnel in the commonwealth, PEMA reserves the authority to specify content and to monitor the delivery of instruction outlined in this directive. Municipalities are encouraged to introduce more stringent standards.
- B. The proponent within PEMA for the programs outlined in this directive is the Bureau of Operations and Training (BOOT). Requests for exception to the policies outlined in this directive should be addressed through the appropriate Regional Office to the State Training Officer.

- C. This directive is effective on the issuance date and applies to all newly recommended coordinators and staff and to those seeking higher levels of certification. Certifications granted under previous directives will bear the same status as equivalent levels of certification under this directive. Individuals currently working toward the next higher certification level shall have twelve (12) months from the date of this directive to complete their certification under existing criteria.
- D. The director of PEMA shall certify the qualifications of all applicants.
- E. Should a coordinator fail to maintain the standards required for certification, especially the professional education requirements in paragraph VI, the director may consider revoking that coordinator's attained certification. If the situation justifies, the director may also recommend to the Governor's office the replacement of the county or municipal coordinator.
- F. The 2003 Directive Review Team established a listing of minimum core competencies for positions within the emergency management field at the county and municipal levels. These competencies are listed in Appendix 1 of this Directive and are referenced in Section V, Subsections C, D and E after each course requirement for the three levels of emergency management certification.

V. **CAREER DEVELOPMENT PROGRAM FOR EMERGENCY MANAGEMENT COORDINATORS, DEPUTY COORDINATORS AND STAFF**

A. Levels of Certification for **County and Municipal Coordinators and Deputy Coordinators**

There are three levels of certification prescribed for all coordinators. Separate criteria have been established for county coordinators and municipal coordinators.

1. The requirements for **Basic Certification** shall satisfy the requirement in the Emergency Management Services Code of Pennsylvania, Section 7502 (e) (1), that "*Each appointed coordinator shall attend and successfully complete the first phase of the career development program as prescribed by the agency within one year after appointment*".

2. The requirements for **Advanced Certification** shall satisfy the requirement in the Emergency Management Services Code, Section 7502 (e) (2), of Pennsylvania that “*Each appointed coordinator shall attend and successfully complete the second phase of the career development program as prescribed by the agency within three years after appointment*”.
3. The requirements for **Professional Certification** shall satisfy the requirements as outlined in section V, subsection A, item 5 of this Directive.
4. **Deputy Coordinators:** Deputy coordinators may achieve the same levels of certification as County and Municipal Coordinators with the exception that the County Deputy Coordinator is not required to meet the standard as set forth in B-1-f of this section—*Functional Exercise*.
5. The Pennsylvania Emergency Management Agency (PEMA) will prescribe specific continuing education requirements. Generally, these requirements are provided to county and municipal personnel at least annually through the annual statement of work activities or via other acceptable means.

B. **County Emergency Management Coordinator and Deputy Emergency Management Coordinator:**

1. **Basic Certification** requires successful completion of the course areas listed below. Upon completion, the PEMA Regional Director will recommend that the coordinator be certified. If approved by the agency director, the Bureau of Operations and Training will issue the Basic Certified Coordinator certificate and certification pin. Until certified, the coordinator will serve as an *acting coordinator*.
  - a. **PEMA Program Orientation:** This will be conducted in two sessions. The first session will be conducted by the appropriate PEMA Regional Staff in the region office. The second session will be conducted by PEMA Headquarters Staff in Harrisburg. PEMA technology, planning, training, disaster assistance and other topics will be reviewed. (cc: 1.1-1.7, 5.5, 8.5)

- b. **“The Duties and Responsibilities of an Emergency Management Coordinator”**. The appropriate PEMA Regional Office will conduct this course at a place mutually agreed upon between the participants. The County Coordinator is responsible for providing the training to the Deputy Coordinator unless both are available when the coordinator is trained. (cc: 1.0-1.7, 1.13, 3.0, 5.1-5.4, 12.1, 13.1, 15.1)
- c. **“The Work Environment of an Emergency Management Coordinator”**. This course will be conducted by a member of the Bureau of Operations and Training (BOOT) staff at a location mutually agreed upon by the participants. The County Coordinator is responsible for providing the training to the Deputy Coordinator unless both are available when the coordinator is trained. (cc: 6.1, 6.3, 8.1-8.3, 8.6, 9.3-9.5, 13.2)
- d. **“Initial Damage Reporting Course”**. This training is conducted by the appropriate PEMA Regional Office. The County Coordinator is responsible for providing the training to the Deputy Coordinator unless both are available when the coordinator is trained. (cc: 15.1)
- e. **“ICS/EOC Interface Course”**. This course is offered throughout the Commonwealth by the PEMA Bureau of Operations and Training staff. Dates and locations for this class can be found by clicking on the calendar icon in the PEMA website at [www.pema.state.pa.us](http://www.pema.state.pa.us). (cc: 3.1-3.2)
- f. **“Multiple Death Response and Coordination Course”**. This course is offered throughout the Commonwealth by the PEMA Bureau of Operations and Training staff. Dates and locations for this class can be found by clicking on the calendar icon in the PEMA website at [www.pema.state.pa.us](http://www.pema.state.pa.us). (cc: 1.10, 2.1-2.2, 4.5, 5.3-5.4)
- g. **“Hazardous Weather and Flooding Preparedness Course”**. This course is offered throughout the Commonwealth by the PEMA Bureau of Operations and Training staff. Dates and locations for this class can be found by clicking on the calendar icon in the PEMA website at [www.pema.state.pa.us](http://www.pema.state.pa.us). (cc: 1.1, 1.12, 2.1, 3.1, 5.1-5.4, 15.1-15.2, 16.0)

- h. **PEMA On-Line Course Number One: “Emergency Response to Terrorism”.** (cc: 4.5, 15.0)
- i. **PEMA On-Line Course Number Two: “The Emergency Management Services Act of 1978, Pamphlet Laws 1332, As Amended”.** (cc: 1.1)
- j. **FEMA Independent Study Course IS-1: “Emergency Manager: An Orientation to the Position”.** (cc: 1.6, 5.1)
- k. **FEMA Independent Study Course IS-195: “Basic Incident Command”.** (cc: 2.1, 3.1-3.2, 9.1)
- l. **FEMA Independent Study Course IS-275: “The EOC’s Role in Community Preparedness, Response and Recovery Activities”.** (cc: 1.8, 1.12, 2.1, 3.1)
- m. **Any basic knowledge computer course.** (cc: 7.1, 10.2)
- n. **Quarterly Training.** Maintain 75% attendance at PEMA quarterly training including the annual conference.
- o. **Written examination.** A comprehensive written examination testing the acting coordinator’s/deputy coordinator’s knowledge of emergency management operations and procedures will be administered by a representative of the PEMA training staff.
- p. **Functional exercise.** This will be conducted by a representative of the appropriate PEMA Regional Office in the county emergency operations center which is to include a full complement of emergency operations staff as outlined in the county emergency operations plan. (cc: 11.1-11.5). ***NOTE: Not to be completed by Deputy Emergency Management Coordinator for Basic Certification.***
- q. **Written Endorsement** by the PEMA Regional Director. Deputy county coordinators must also have the endorsement of the county coordinator.

2. **Advanced Certification** requires successful completion of the study areas listed below. When all course material has been completed, the Regional Director will recommend that the coordinator receive advanced certification. After approval by the agency director, an Advanced Certified Coordinator certificate and pin will be issued. The Regional Director will provide for an appropriate presentation ceremony.
  - a. Satisfactorily serve as county coordinator or deputy coordinator for one year *after having earned basic certification*.
  - b. **“Leadership and Influence Course”**. Course presented by FEMA at the Emergency Management Institute in Emmitsburg, Maryland. (cc: 8.1, 8.8, 9.3-9.6, 10.1, 10.3-10.4, 14.1-14.3)
  - c. **“Effective Media Relations Course”**. This course is offered throughout the commonwealth by the Bureau of Operations and Training staff and PEMA Media Office. Dates and locations for this class can be found by clicking on the calendar icon in the PEMA website at [www.pema.state.pa.us](http://www.pema.state.pa.us). (cc: 8.1, 8.4, 10.2-10.3, 14.1, 14.3)
  - d. **“Emergency Planning Course”**. This course is offered throughout the Commonwealth by the PEMA Bureau of Operations and Training staff. Dates and locations for this class can be found by clicking on the calendar icon in the PEMA website at [www.pema.state.pa.us](http://www.pema.state.pa.us). (cc: 1.1-1.3, 5.1, 5.3-5.6, 8.9, 11.1-11.5)
  - e. **“Exercise Design and Evaluation Course”**. This course is offered throughout the Commonwealth by the PEMA Bureau of Operations and Training staff. Dates and locations for this class can be found by clicking on the calendar icon in the PEMA website at [www.pema.state.pa.us](http://www.pema.state.pa.us). (cc: 11.2-11.5)
  - f. **Unified Command Course**. Any course approved by the appropriate PEMA Regional Office.
  - g. **FEMA Independent Study Course IS-3: “Radiological Emergency Management”**. (cc: 4.6-4.8)
  - h. **Quarterly training**. Maintain 75% attendance at PEMA quarterly training including the annual conference.

- i. **Program review.** This function is performed by the PEMA Regional Office staff. (cc: 1.9-1.10, 5.5-5.6, 13.1) ***NOTE: Not to be completed by Deputy Emergency Management Coordinator for Advanced Certification.***
  - j. **Written Endorsement** by the PEMA Regional Director. Deputy county coordinators must also have the endorsement of the county coordinator.
3. **Professional Certification** requires successful completion of the study areas listed below. Upon completion, the Regional Director will recommend that the coordinator receive professional certification. After approval by the agency director, a Professional Certified Coordinator certificate and pin will be issued. The Regional Director will provide for an appropriate presentation ceremony.
- a. Satisfactorily serve as county coordinator or deputy coordinator for one year ***after having earned advanced certification.***
  - b. **Attendance** at an emergency management course at a Federal training site.
  - c. **FEMA Independent Study Course: IS-513: “The Professional in Emergency Management”.**  
(cc: 1.6, 1.8, 1.9, 1.11-1.12, 5.4, 8.7, 9.5)
  - d. **FEMA Independent Study Course IS-288: “The Role of Voluntary Agencies in Emergency Management”.**  
(cc: 9.1., 9.5-9.6)
  - e. **FEMA Independent Study Course: IS-301: “Radiological Emergency Response”.** (cc: 4.1-4.9)
  - f. **FEMA Independent Study Course: IS-15: “Special Events Contingency Planning for Public Safety Agencies”.** (cc: 2.1-2.2, 5.1, 5.3, 9.5)
  - g. **FEMA Independent Study Course: IS-7: “A Citizen’s Guide to Disaster Assistance”.** (cc: 4.2-4.4, 4.9, 12.2)
  - h. **Quarterly Training.** Maintain 75% attendance at PEMA quarterly training including the annual conference.

- i. **Written Endorsement** by the PEMA Regional Director. Deputy county coordinators must also have the endorsement of the county coordinator.

C. **Municipal Emergency Management Coordinators and Deputy Emergency Management Coordinators**

Municipal emergency management coordinators must meet the following requirements in order to obtain their basic, advanced and professional certifications. The county emergency management office, through the Regional PEMA office, shall certify successful completion of the study areas. If approved, the Regional Director will recommend the coordinator be certified in the appropriate level. The State Training Officer will issue the appropriate certificate and forward it to the county emergency management coordinator for presentation at an appropriate public ceremony.

1. **Basic Certification** requires successful completion of the following courses.
  - a. **Initial Orientation.** The county emergency management coordinator conducts this function.
  - b. **“The Duties and Responsibilities of the Emergency Management Coordinator”.** This training is conducted by the county emergency management agency. (cc: 1.0, 1.7, 3.0, 5.1, 5.4, 12.1, 13.1, 15.1)
  - c. **“Initial Damage Reporting”.** This training is conducted by the county emergency management agency. (cc: 15.1)
  - d. **PEMA On-Line Course Number Two: “The Emergency Management Services Act of 1978, Pamphlet Laws 1332, As Amended”.** (cc: 1.1)
  - e. **PEMA On-Line Course Number Three: “Emergency Management for Elected Officials”.** (cc: 1.9, 8.4)
  - f. **FEMA Independent Study Course IS-1: “Emergency Manager: An Orientation to the Position”.** (cc: 1.6, 5.1)
  - g. **FEMA Independent Study Course IS-275: “The EOC’s Role in Community Preparedness, Response and Recovery Operations”.** (cc: 3.1)

- h. **FEMA Independent Study Course IS-5: “Hazardous Materials: A Citizen’s Orientation”.** (cc: 4.1)
  - i. **Quarterly training.** Maintain 75% attendance at county conducted quarterly training sessions over a four-quarter period.
  - j. **Written endorsement** by the county coordinator and PEMA Regional Director. Municipal deputy coordinators must also have the endorsement of the municipal coordinator.
2. **Advanced Certification** requires successful completion of the following study areas.
- a. Satisfactorily serve as municipal coordinator or deputy coordinator for one year *after having earned Basic Certification*.
  - b. **“The Work Environment of the Emergency Management Coordinator”.** This training is conducted by the county emergency management agency. (cc: 6.1-6.3, 8.1-8.3, 8.6, 9.3-9.5, 13.2)
  - c. **“ICS/EOC Interface Course”.** This course is offered throughout the Commonwealth by the Bureau of Operations and Training staff. Dates and locations for this class can be found by clicking on the calendar icon in the PEMA website at [www.pema.state.pa.us](http://www.pema.state.pa.us). (cc:3.1-3.2)
  - d. **PEMA On-Line Course Number One: “Emergency Response to Terrorism”.** (cc: 1.5)
  - e. **FEMA Independent Study Course IS-195: “Basic Incident Command System”.** (cc: 2.1)
  - f. **FEMA Independent Study Course IS-120: “An Orientation to Community Disaster Exercises”.** (cc: 2.1, 3.0, 5.1-5.2, 9.1, 9.5, 11.2, 11.5)
  - g. **FEMA Independent Study Course IS-393: “Introduction to Mitigation”.** (cc: 16.0)
  - h. **FEMA Independent Study Course IS-301: “Radiological Emergency Response”.** (cc: 4.6-4.7, 6.5-6.8)

- i. **County Quarterly training.** Maintain 75% attendance at county conducted quarterly training sessions over a four-quarter period.
  - j. **Written endorsement** by the county coordinator and PEMA Regional Director. Municipal deputy coordinators must also have the endorsement of the municipal coordinator.
3. **Professional Certification** requires successful completion of the following courses.
- a. Satisfactorily serve as municipal coordinator or deputy coordinator for one year *after having earned Advanced Certification*.
  - b. **“Effective Media Relations Course”.** This course is offered throughout the commonwealth by the Bureau of Operations and Training staff and PEMA Media Office. Dates and locations for this class can be found by clicking on the calendar icon in the PEMA website at [www.pema.state.pa.us](http://www.pema.state.pa.us). (cc: 8.1, 8.4, 10.2-10.3, 14.1, 14.3)
  - c. **FEMA Independent Study Course IS-288: “The Role of Voluntary Agencies in Emergency Management”.** (cc: 9.5-9.6, 10.3)
  - d. **FEMA Independent Study Course IS- 513: “The Professional in Emergency Management”.** (cc: 1.6, 1.8-1.9, 1.11-1.12, 8.7, 9.5)
  - e. **Complete one (1) of the following two (2) courses:**
    - FEMA IS-7: “A Citizen’s Guide to Disaster Assistance”. (cc: 1.6, 5.3, 15.1)
    - FEMA IS-15: “Special Events Contingency Planning for Public Safety Agencies”. (cc: 5.7)

- f. **Attend one of the following American Red Cross courses:**
- Mass Care: An Overview
  - Emergency Assistance I
  - Emergency Assistance II
  - Shelter Operations
  - Shelter Simulation-Prerequisite is Shelter Operations
  - Logistics Overview
  - Disaster Health Services: Overview
  - Disaster Welfare Inquiry
- g. **County Quarterly training.** Maintain 75% attendance at county conducted quarterly training sessions over a four-quarter period.
- h. **Attend one** (1) PEMA Quarterly Training Session coordinated through the County and approved by PEMA.
- i. **Written endorsement** by the county coordinator and PEMA Regional Director. Municipal deputy coordinators must also have the endorsement of the municipal coordinator.

D. Levels of Certification for **County and Municipal Staff**

There are three levels of certification prescribed for all staff:

1. The requirements for **Basic Certification** shall satisfy the requirement in the Emergency Management Services Code of Pennsylvania that “*a first phase be completed within one year*” of date of hire or assignment.
2. The requirements for **Advanced Certification** shall satisfy the requirement in the Emergency Management Services Code of Pennsylvania that “*a second phase of the Career Development Program*” must be completed within three years after assignment/employment as a staff member.
3. The requirements for **Professional Certification** shall satisfy the requirements as outlined in section V, subsection A, item 5 of this Directive.

4. The Pennsylvania Emergency Management Agency (PEMA) may prescribe specific continuing education requirements. Generally, these requirements are provided to county and municipal personnel at least annually through the annual statement of work activities or via other acceptable means.

E. **Emergency Management Staff**

Emergency Management Staff (county, city, township, borough or town) should train to the minimum level of advanced certification, but are encouraged to work to professional certification. Upon successful completion of the study areas, the regional director shall recommend to the State Training Officer that the appropriate level of certification be granted. Upon approval of the recommendation, the Bureau of Operations and Training will issue the appropriate certificate to the county coordinator for presentation at an appropriate ceremony.

1. **Basic Certification** requires successful completion of the following requirements:
  - a. **Initial orientation.** This is provided by the county emergency management coordinator for county staff and the municipal coordinator for municipal staff and shall include duty assignments, equipment, technical instruction and a review of the appropriate policies that govern the operation of an emergency management office.
  - b. **“The Duties and Responsibilities of the Emergency Management Coordinator”.** This training is conducted by the county emergency management agency. (cc: 1.0, 1.7, 3.0, 5.1, 5.4, 12.1, 13.1, 15.1)
  - c. **“Initial Damage Reporting”.** This training is conducted by the county emergency management agency. (cc: 15.1)
  - d. **PEMA On-Line Course Number Two: “The Emergency Management Services Act of 1978, Pamphlet Laws 1332, As Amended”.** (cc: 1.1)
  - e. **FEMA Independent Study Course IS-1: ‘Emergency Program Manager: An Orientation to the Position’.** (cc: 1.6, 5.1)
  - f. **Any basic knowledge computer course** approved by the County Coordinator. (cc: 7.1)

- g. **County Quarterly Training.** Attend one county emergency management quarterly training session or exercise conducted by the county emergency management office.
  - h. **Serve as a member** of the emergency management staff for a minimum of one year.
  - i. **Written endorsement** by the county coordinator and PEMA Regional Director for county staff. Municipal staff must also have the endorsement of the municipal coordinator.
2. **Advanced Certification** requires successful completion of the following requirements:
- a. Satisfactorily serve as a member of an emergency management staff for a minimum of one year *after having earned Basic Certification*.
  - b. **“The Work Environment of the Emergency Management Coordinator”.** This training is conducted by the county emergency management agency. (cc: 6.1-6.3, 8.1-8.3, 8.6, 9.3-9.5, 13.2)
  - c. **“ICS/EOC Interface Course”.** This course is offered throughout the Commonwealth by the Bureau of Operations and Training staff. Dates and locations for this class can be found by clicking on the calendar icon in the PEMA website at [www.pema.state.pa.us](http://www.pema.state.pa.us). (cc: 3.1-3.2)
  - d. **PEMA On-Line Course Number One: “Emergency Response to Terrorism”.** (cc: 4.0)
  - e. **PEMA On-Line Course Number Three: “Emergency Management for Elected Officials”.** (cc: 8.4)
  - f. **FEMA Independent Study Course IS-195: “Basic Incident Command System”.** (cc: 2.1)
  - g. **FEMA Independent Study Course IS-5: “Hazardous Materials: A Citizen’s Orientation”.** (cc: 1.6, 4.1, 4.7)
  - h. **One Additional FEMA Independent Study (IS) Course.**

- i. **Any intermediate computer course** approved by the County Coordinator. (cc: 7.2)
  - j. **County Quarterly Training.** Attend a second county emergency management quarterly training session or exercise conducted by the county emergency management office.
  - j. **Written endorsement** by the county coordinator and PEMA Regional Director for county staff. Municipal staff must also have the endorsement of the municipal coordinator.
3. **Professional Certification** requires successful completion of the following requirements:
- a. Satisfactorily serve as a member of an emergency management staff for a minimum of one year *after having earned Advanced Certification*.
  - b. **Complete two other FEMA independent study courses.** The following are recommended:
    - **FEMA IS-15: “Special Events Contingency Planning for Public Safety Agencies”.** (cc: 5.7)
    - **FEMA IS-288: “The Role of Voluntary Agencies in Emergency Management”.** (cc: 9.5-9.6, 10.3)
  - c. **FEMA Independent Study Course IS-513: “The Professional in Emergency Management”.** (cc: 1.1, 1.8-1.9, 1.11-1.12, 8.7, 9.5)
  - d. **Any advanced computer course** approved by the County Coordinator. (cc: 7.3)
  - e. **County Quarterly Training.** Attend a third county emergency management quarterly training session or exercise conducted by the county emergency management office.

- f. **Written endorsement** by the county coordinator and PEMA Regional Director for county staff. Municipal staff must also have the endorsement of the municipal coordinator.

**VI. ON-GOING PROFESSIONAL EDUCATION**

Federal, commonwealth, and county level emergency management agencies conduct training to ensure that coordinators and staff remain abreast of new developments and changes in policy, as well as ensuring that they maintain those levels of competence that were achieved during the certification process. Attendance at the PEMA annual conference, other courses as specified by the annual statement of work, and at quarterly training will satisfy the “in-service” training requirements of the Emergency Management Services Code of Pennsylvania.

- A. **PEMA Annual Conference** provides the PEMA director an opportunity to increase the level of professionalism within the emergency management community. It affords attendees the opportunity to hear speakers of national stature address issues that are contemporary to the current emergency management environment. Attendance is limited to coordinators, key staff and invited guests.
- B. **PEMA Quarterly Training** provides the opportunity for the regional office to inform county coordinators of new programs and to answer questions regarding existing programs and policies. Attendance is limited to county and municipal coordinators, key staff and selected others.
- C. **Emergency Management Institute (EMI)** is located on the campus of the National Emergency Training Center in Emmitsburg, Maryland. Although attendance at EMI is required for certain specific levels of certification, all emergency management professionals are encouraged to attend. All applications for EMI are processed from the municipal level through the county. From the county, the applications are sent to the PEMA Regional Office and then to PEMA Headquarters for final approval and subsequent transmission of the application to EMI.
- D. **EMI Non-Resident Courses** are designed and sponsored by EMI and are presented by PEMA staff.

E. **Training from other sources** will often enhance professionalism. Coordinators and staff are encouraged to attend courses that are presented by colleges, the fire community and others. A copy of the course plan of instruction must be submitted to the PEMA Bureau of Operations and Training for determination of whether or not the course will be listed on the training profile.

- Documentation
- Effective Writing
- Budgeting
- Grant Writing
- Making a Presentation
- Goal Setting and Long Term Planning
- Time Management
- Risk Assessment and Mitigation Course
- Computer Courses-(Any basic skill enhancement in office products)
- The Decision Making Process
- Group Decision Making
- Teamwork and Group Dynamics
- The Communication Cycle
- Adult Learning
- Using Audio-Visual Aids
- Designing a Class for Adults
- Adult Methodology

F. **County Quarterly Training** is designed to satisfy the requirement that the county provide emergency management training to each successively lower political subdivision. It is designed and administered by the county emergency management coordinator.

G. **Training of Emergency Response Personnel and Municipal Officials** is important to the successful functioning of any emergency management or public safety agency. County coordinators should remain alert to the need for any type of emergency management training for municipal elected officials and emergency response personnel within their jurisdiction.

## **VII. RECORDS**

- A. The Bureau of Operations and Training (BOOT) will maintain a “Training Profile” for each PEMA employee and each county and municipal coordinator. Additionally, BOOT will maintain rosters of classes sponsored by PEMA.
- B. PEMA sponsored classes may be eligible for continuing education credits. Continuing education credit coordination with the awarding agency or institution will be a function of BOOT. Because of the continuing education credit process, all PEMA courses shall conclude with a student examination.
- C. County emergency management offices will maintain rosters of all classes they sponsor, and maintain a “Training Profile” for all municipal coordinators and staff attending the training. Training rosters and profiles should be maintained for program review.

## **VIII. PLANS OF INSTRUCTION**

In order to ensure that standards are maintained, the Bureau of Operations and Training will publish and ensure that plans of instruction are current.

## **IX. SCHEDULING AND ANNOUNCING COURSES**

Courses announcements will be posted on the PEMA website and sent to all PEMA Bureaus and Regional Offices, State Fire Academy, State Emergency Preparedness Liaison Officers, and county emergency management agencies via e-mail or facsimile. Courses will have “on-line” registration requirements unless otherwise noted in the course announcement.

## **X. CLASS SIZE**

Generally, classes should have a minimum of 15 students. This ensures effective class management, economic delivery of instruction, and a productive use of instructor and student time. Exceptions to this general rule will be treated on a class-by-class basis.

When a county coordinator is involved with the scheduling of training classes, he/she will ensure adequate enrollment consistent with the policy set forth in this section. If it becomes necessary to cancel a course, the coordinator will make administrative announcements appropriate to the situation, and ensure that all enrollees are informed of the cancellation in a timely fashion.

Exceptions to the general rule set forth in this section will be determined by the State Training Officer in consultation with the Program Manager of the course. The State Training Officer is responsible for ensuring the effectiveness of this policy and, in coordination with the Regional Offices, will take appropriate action to ensure compliance.

#### **XI. NEEDS ASSESSMENT**

Needs assessments are performed regularly to ensure that the training curriculum is kept up to date and meets the needs of the public safety personnel. The assessment will be performed in a number of ways. We will request conference and quarterly training topics prior to the events from our attendees. In addition, course evaluations will be given out at each training session asking for the strengths and weaknesses of each training session, as well as input on additional training needed. Course evaluations will be reviewed after each class by the Training Officer and instructors and corrective actions will be taken. PIERS Reports will also be reviewed on a daily basis to identify trends that will assist in the development of additional training curriculum.

#### **XII. STUDENT REIMBURSEMENT**

Student reimbursement is limited depending on the funding source and type of instruction. Normally, PEMA will attempt to defray some expenses of those attending. Course announcements will specify any covered expenses.

#### **XIII DIRECTIVE REVIEW TEAM**

- Les Gruver, Lycoming County EMA
- Ed Atkins, Chester County EMA
- Michele Parsons, Cumberland County EMA
- Timothy Dunkle, PA Fire Academy
- David Williams, PEMA Eastern Region
- Philip Barker, PEMA Western Region
- Fern Harmon, PEMA Central Region
- John Bahnweg, PEMA Headquarters
- Thomas Hughes, PEMA Headquarters
- Timothy Roth, PEMA Headquarters

#### **XIV PROGRAM REVIEW**

The program review document shall be maintained by the PEMA Regional Office. Periodic reviews shall be conducted by the PEMA Regional Office.

**XV    RECISSION**

- A.     Emergency Management Directive 90-3, dated June 15, 1990, is hereby rescinded.

David M. Sanko  
Director

Appendix 1 – Emergency Management Core Competencies

Appendix 2 – Course Lists, Course Links, and Links to Training Sites

Distribution:    County Emergency Management Coordinators  
                      Municipal Coordinators  
                      Regional Directors  
                      Bureau Directors

## **APPENDIX ONE – CORE COMPETENCIES**

<b>Emergency Management Core Competencies</b> B=Basic A=Advanced P=Professional	<b>County Coordinator</b>	<b>Emergency Management Staff</b>	<b>Municipal (Local) Coordinator</b>
<b>1.0 Emergency Management</b>			
1.1 PA Title 35 (EM)	B A	B A P	B A
1.2 PA Act 78 (911)	B A	B	B
1.3 PA Act 147 (Radiation Protection)	B A	B	B
1.4 PA Act 165 (Hazard Material)	B A	B	B
1.5 PA Act 227 (Terrorism)	B A	A B	B
1.6 Robert Stafford Act (Federal All-Hazard)	B P	B P	B
1.7 PEMA Directives & Circulars	B	B	B P
1.8 Response/Support Agency Coordination	B P	B P	B P
1.9 Continuity of Government	A P	B P	B P
1.10 Continuity of Operations	B A	B	B
1.11 Comprehensive Emergency Management (Hazards, Incident Life Cycle, Partnerships)	P	P	P
1.12 Notification & Warning	B P	P	P
1.13 911 Operations (If Applicable)	A		
<b>2.0 Understanding of Incident Response Systems</b>			
2.1 Incident Command System	B A P		A P
2.2 Unified Command System	B P	A	
2.3 Integrated Emergency Management System (IEMS)	A		
<b>3.0 Understanding of Emergency Operations Center</b>			
3.1 Emergency Operation Center (EOC) (Briefings, Situation & Chronology, Documentation)	B	B A	B P
3.2 ICS/EOC Interface	B	A	
<b>4.0 Hazardous Material Planning &amp; Response</b>			
4.1 Hazardous Material Awareness		A	B
4.2 Hazardous Material Operations	B P		
4.3 Hazardous Material Technician	P		
4.4 Hazardous Material (Incident Command & Control)	P		
4.5 Weapons Of Mass Destruction Awareness	B P		
4.6 Radiological Emergency	A P		A

Preparedness (REP) Program			
4.7 Radiological Assistant/Awareness	A P	A	
4.8 Radiological Response Team/Operations	A P		
4.9 Radiological Officer /Haz. Tech/Incident Commander	P		

<b>5.0 Emergency Planning</b>			
5.1 General Working Knowledge of County Plan	B A P	B	B P
5.2 General Working Knowledge of the Commonwealth Emergency Operations Plan (CEOP)	B A		P
5.3 Needs Assessment	B A P		P
5.4 Vulnerability Analysis	B P	B	B
5.5 County/Municipal Plan Updating	B A		
5.6 County/Municipal Standard Operations Procedures/Guides	A		
5.7 Special Event Planning		P	A
<b>6.0 Grant &amp; Loan Administration</b>			
6.1 General Knowledge of Grant Funding Streams	B	A	A
6.2 Grant Investigation, Exploration, Research			A
6.3 Grant Writing Process	B		A
6.4 Multi-Year Grant Funding Projections		A	
6.5 Radiological Emergency Response Fund	P		A
6.6 Emergency Management Performance Fund	P		A
6.7 Radiological Transportation Emergency Response Fund	P		A
6.8 Hazardous Material Emergency Program (HMEP)	P		A
6.9 Hazardous Material Response Fund (HMERF)	P		
<b>7.0 Computer Skills</b>			
7.1 Computer Basic	B	B	
7.2 Computer Intermediate		A	
7.3 Computer Advanced		P	
<b>8.0 Management</b>			
8.1 County Human Relations/Work Environment	B A	A	A P
8.2 County Budget Process	B	A	A
8.3 Municipal Budget Process	B	A	A
8.4 Politics		B A	P

8.5 Instructional/Presentational Skills	B		
8.6 Time Management	B	A	
8.7 Resource Allocation Volunteers Active in Disasters (VOAD)	P	P	P
8.8 Staff Training	A		
8.9 Collection of Data/Information Management	A		

<b>9.0 Leadership</b>			
9.1 Duties & Responsibilities	B P		P
9.2 Exercise for Certification	B		
9.3 Personnel Prioritization (County Work Flow Management.)	B A	A	A
9.4 Decision-Making Process	B A	A	A
9.5 Volunteer Staff (EOC, Mon./Decon Teams, etc.)	B A P	A P	A P
9.6 Leadership Style (Autocratic, Democratic, Laissez-Faire)	A P	P	
<b>10.0 Communication Skills</b>			
10.1 Interpersonal	A		
10.2 Effective Writing/Documentation/Correspondence	B		
10.3 Verbal/Non-Verbal Communication	A P	P	P
10.4 Grant Writing/Loan Application	A		
<b>11.0 Exercise Skill Set</b>			
11.1 Performance of an EOC Exercise (Demonstration)	B		P
11.2 Exercise Development	B A		
11.3 Exercise Control	B A		
11.4 Exercise Evaluation	B A		
11.5 Exercise Documentation (AAR or Lessons Learned)	B A		P
<b>12.0 Technology Management</b>			
12.1 Communication Equipment/Software Orientation (IFLOWs, HF, UHF, VHF, Sat. Phone, Private, SEVAN, PAStar, CLEAN, DSF)	B	B	B
12.2 Intermediate Training (GIS, Plume Modeling)	P		
<b>13.0 Understanding Emergency Management Structure</b>			
13.1 Organizational Structures, Goals & Mission	B A	B	B
13.2 Organizational Short-Term (3-5 Year Planning)	B	A	A
13.3 Organizational Long-Term	B		

(5-10 Year Planning)			
<b>14.0 Media Relations</b>			
14.1 Risk Communications	A		P
14.2 Public Information	A		
14.3 Public Relations	A		P
<b>15.0 Damage Assessment</b>	B		
15.1 Damage Assessment Overview	B	B	B P
15.2 Damage Assessment Operations	B A		
<b>16.0 Hazard Mitigation</b>	B		A

## APPENDIX 2 - COURSE LISTS, COURSE LINKS AND LINKS TO TRAINING SITES

### United States Department of Justice, Office of Domestic Preparedness

[www.ojp.usdoj.gov/odp](http://www.ojp.usdoj.gov/odp)

The National Domestic Preparedness Consortium:

- Center for Domestic Preparedness (CDP)
- New Mexico Institute of Mining and Technology (NMIMT),  
National Energetic Materials Research and Testing Center
- Louisiana State University (LSU),  
Academy of Counter-Terrorist Education
- Texas A&M University, Texas Engineering Extension Service  
(TEEX), National Emergency Response & Rescue Training Center
- U.S. Department of Energy's Nevada Test Site (NTS),  
National Exercise, Test, and Training Center

### American Red Cross and its local branches

[www.redcross.org](http://www.redcross.org) (To find your local branch of the American Red Cross, scroll down to “*Find Your Local Red Cross*” and enter your Zip-Code)

American Red Cross Courses:

- Mass Care: An Overview
- Emergency Assistance I
- Emergency Assistance I
- Shelter Operations
- Shelter Simulation (Prerequisite: Shelter Operations)
- Logistics Overview
- Disaster Health Services: Overview

- Disaster Welfare Inquiry

## **Pennsylvania Emergency Management Agency**

[www.PEMA.state.pa.us](http://www.PEMA.state.pa.us)

The following is a listing of competencies which PEMA encourages all emergency management coordinators and staff to attend to enhance their knowledge and skills:

- Documentation
- Effective Writing
- Budgeting
- Grant Writing
- Making a Presentation
- Goal Setting and Long Term Planning
- Time Management
- Risk Assessment and Mitigation Course
- Computer Courses (Any basic skill enhancement in office products)
- The Decision Making Process
- Group Decision Making
- Teamwork and Group Dynamics
- The Communication Cycle
- Adult Learning
- Using Audio-Visual Aids
- Designing a Class for Adults
- Community Emergency Response Teams (CERT)
- Damage Assessment
- Adult Methodology

PEMA On-Line Courses:

[www.PEMA.state.pa.us](http://www.PEMA.state.pa.us) and go to “PEMA On-Line Training”

- Course 1: Emergency Response to Terrorism.
- Course 2: The Emergency Management Services Act of 1978, Pamphlet Laws 1332, As Amended.
- Course 3: Emergency Management Course for Elected Officials.

## **Federal Emergency Management Agency**

[www.FEMA.gov](http://www.FEMA.gov) or [www.FEMA.gov/tab\\_education](http://www.FEMA.gov/tab_education)

## **FEMA Emergency Management Institute, National Emergency Training Center**

[www.training.fema.gov/EMIWeb](http://www.training.fema.gov/EMIWeb)

FEMA Professional Development Courses;

- Principles of Emergency Management G230
- Emergency Planning G235
- Leadership and Influence G240
- Decision making and Problem-Solving G241
- Effective Communication G242
- Developing Volunteer Resources G244
- Exercise Design G120

FEMA EMI Independent Study Courses:

- IS-1 “Emergency Manager: An Orientation to the Position”  
<http://training.fema.gov/EMIWeb/IS/is1.asp>
- IS-2 “Emergency Preparedness, USA”<http://training.fema.gov/EMIWeb/IS/is2.asp>
- IS-3 “Radiological Emergency Management”  
<http://training.fema.gov/EMIWeb/IS/is3.asp>
- IS-5 “Hazardous Materials: A Citizen’s Orientation”  
<http://training.fema.gov/EMIWeb/IS/is5.asp>
- IS-7 “A Citizen’s Guide to Disaster Assistance”  
<http://training.fema.gov/EMIWeb/IS/is7.asp>
- IS-8 “Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699”  
<http://training.fema.gov/EMIWeb/IS/is8.asp>
- IS-10 “Animals in Disaster – Module A Awareness and Preparedness”  
<http://training.fema.gov/EMIWeb/IS/is10.asp>
- IS-11 “Animals in Disaster – Module B Community Planning”  
<http://training.fema.gov/EMIWeb/IS/is11.asp>
- IS-15 “Special Events Contingency Planning for Public Safety Agencies”  
<http://training.fema.gov/EMIWeb/IS/is15.asp>

- IS-22 “Are Your Ready”  
<http://training.fema.gov/EMIWeb/IS/is22.asp>
- IS-111 “Livestock in Disaster”  
<http://training.fema.gov/EMIWeb/IS/is111.asp>
- IS-120 “An Orientation to Community Disaster Exercises”  
<http://training.fema.gov/EMIWeb/IS/is120.asp>
- IS-195 “Basic Incident Command System”  
<http://training.fema.gov/EMIWeb/IS/is195.asp>
- IS-208 “State Disaster Management”  
<http://training.fema.gov/EMIWeb/IS/is208.asp>
- IS-240 “Leadership & Influence”  
<http://training.fema.gov/EMIWeb/IS/is240.asp>
- IS-241 “Decision Making and Problem Solving”  
<http://training.fema.gov/EMIWeb/IS/is241.asp>
- IS-242 “Effective Communication”  
<http://training.fema.gov/EMIWeb/IS/is242.asp>
- IS-244 “Developing Volunteer Resources”  
<http://training.fema.gov/EMIWeb/IS/is244.asp>
- IS-271 “Anticipating Hazardous Weather & Community Risk”  
<http://training.fema.gov/EMIWeb/IS/is271.asp>
- IS-275 “The EOC's Role in Community Preparedness, Response and Recovery Activities”  
<http://training.fema.gov/EMIWeb/IS/is275.asp>
- IS-279 “Engineering Principles and Practices for Retrofitting Flood-Prone Residential Structures”  
<http://training.fema.gov/EMIWeb/IS/is279.asp>
- IS-288 “The Role of Voluntary Agencies in Emergency Management”  
<http://training.fema.gov/EMIWeb/IS/is288.asp>
- IS-292 “Disaster Basics”  
<http://training.fema.gov/EMIWeb/IS/is292.asp>
- IS-301 “Radiological Emergency Response”  
<http://training.fema.gov/EMIWeb/IS/is301.asp>
- IS-324 “Community Hurricane Preparedness”  
<http://training.fema.gov/EMIWeb/IS/is324.asp>
- IS-330 “Refresher Course for Radiological”  
<http://training.fema.gov/EMIWeb/IS/is330.asp>
- IS-346 “An Orientation to Hazardous Materials for Medical Personnel”  
<http://training.fema.gov/EMIWeb/IS/is346.asp>
- IS-386 “Introduction to Residential Coastal Construction”  
<http://training.fema.gov/EMIWeb/IS/is386.asp>
- IS-393 “Introduction to Mitigation”  
<http://training.fema.gov/EMIWeb/IS/is393.asp>
- IS-394 “Mitigation for Homeowners”

- <http://training.fema.gov/EMIWeb/IS/is394.asp>
- IS-513 “The Professional in Emergency Management”  
<http://training.fema.gov/EMIWeb/IS/is513.asp>
- IS-600 “Special Considerations for FEMA Public Assistance Projects”  
<http://training.fema.gov/EMIWeb/IS/is600.asp>
- IS-630 “Introduction to the Public Assistance Process”  
<http://training.fema.gov/EMIWeb/IS/is630.asp>
- IS-631 “Public Assistance Operations I”  
<http://training.fema.gov/EMIWeb/IS/is631.asp>
- IS-632 “Introduction to Debris Operations in FEMA's Public Assistance Program”  
<http://training.fema.gov/EMIWeb/IS/is632.asp>

**Pennsylvania Office of Homeland Security**

[www.homelandsecurity.state.pa.us](http://www.homelandsecurity.state.pa.us)

**United States Department of Homeland Security**

[http://www.whitehouse.gov/homeland`](http://www.whitehouse.gov/homeland)