APPENDIX D

OTHER COURSES IN THE PROFESSIONAL DEVELOPMENT SERIES

OTHER COURSES IN THE PROFESSIONAL DEVELOPMENT SERIES

Introduction to Emergency Management is intended to lay a sound foundation for further professional development in the challenging and constantly changing field of emergency management. Topics treated briefly here are often the subject of entire courses. The following list is intended to aid you in selecting those courses most appropriate for helping you better assist your community in achieving a high level of emergency preparedness.

Civil Defense Systems, Programs and Policies (32 hours)

This course includes definitions and a history of civil defense, explains the concept of dual use of civil defense funds and examines civil defense in other countries. It contains sessions on Soviet military power, national security threats, and the effects of nuclear weapons. The basis for nuclear attack planning for the U.S. is explained. An overview of the "Civil Defense Speakers Kit" also is presented.

Emergency Planning Course (36 hours)

This course examines the legal basis for planning and addresses emergency operating plan format. A section on teambuilding illustrates vividly the need for an effective planning team with common goals. Planning techniques are emphasized throughout the course. The outcome of the course is the knowledge and skills necessary for plan development and maintenance in the participants' respective jurisdictions.

Leadership and Influence, Basic Skills (24 hours)

This course examines personal values as they relate to emergency management organizations. Sessions on leadership, power, and interpersonal styles enable participants to know how to effectively operate within the group dynamics of emergency management. Classroom time also is devoted to conflict management and resolution.

Decisionmaking/Problem Solving (8 hours)

This course examines the role of the emergency program manager as a decisionmaker and focuses on the decisionmaking process of individuals as well as groups.

Effective Communication (16 hours)

This course discusses common communications issues faced by emergency program managers and others involved in emergency management. It includes sessions on the cycle of interpersonal communications and non-verbal communications. Participants are involved in preparing and delivering speeches, and participate in a simulated media interview following a disaster.

Creative Financing (16 hours)

This course is designed to make participants aware that government funds are not the only sources for supporting a local emergency management program. It identifies a process for collecting and analyzing information useful in reviewing local problems, needs, and resources. Participants are made aware of a variety of sources for resources and spend time in the course developing and presenting proposals, and well as preparing and defending the local budget.

Developing Volunteer Resources (15 hours)

This course examines the need for volunteers in a local emergency management program. Sessions include identifying volunteer roles, recruitment, motivation, and training.

In addition to the courses in the Professional Development Series, most States offer courses in the areas of exercise design, radiological preparedness and response, shelter system management, and others. To determine courses available in your State and to obtain a schedule, contact the training manager in your State Emergency Management Agency.

APPENDIX E

VISUALS

INTRODUCTION TO EMERGENCY MANAGEMENT COURSE GOALS

UNIT I TO UNDERSTAND THE CONCEPT OF EMERGENCY MANAGEMENT AND WHY IT IS NEEDED.

UNIT II TO DESCRIBE THE EMERGENCY MANAGEMENT PROCESS AND HOW INDIVIDUALS AND ORGANIZATIONS FUNCTION WITHIN IT.

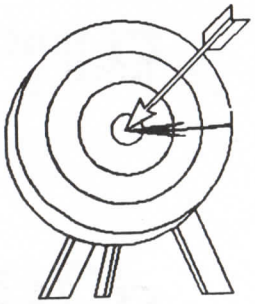
Visual 0.1

INTRODUCTION TO EMERGENCY MANAGEMENT COURSE GOALS (continued)

UNIT III TO REALIZE THE IMPORTANCE OF THE TEAM APPROACH AND EXAMINE TEAM RELATIONSHIPS.

UNIT IV TO APPLY THE TEAMBUILDING APPROACH THROUGH A GROUP ACTIVITY.

UNIT I OBJECTIVES
THE NEED FOR EMERGENCY MANAGEMENT



1. SPECIFY AND DESCRIBE VARIETY OF HAZARDS.

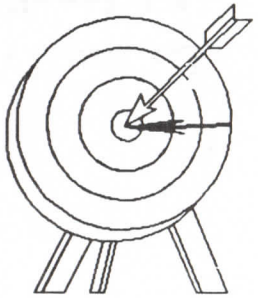
2. RECOGNIZE NEED FOR STRUCTURE TO MANAGE EMERGENCY-RELATED ACTIVITIES.

3. DEFINE COMMON EMERGENCY MANAGEMENT TERMS AND DISTINGUISH BETWEEN

   - EMERGENCY AND DISASTER,
   - VULNERABILITY AND RISK, AND
   - EMERGENCY MANAGEMENT AND CIVIL DEFENSE.

Visual 1.1

UNIT I OBJECTIVES
THE NEED FOR EMERGENCY MANAGEMENT (continued)



4. IDENTIFY POTENTIAL HAZARDS IN YOUR COMMUNITY.

5. IDENTIFY THE NEED FOR DEVELOPMENT AND UPDATING OF A COMMUNITY LEVEL HAZARD ANALYSES.

EMERGENCY

- CAN BE HANDLED WITH LOCAL RESOURCES
- MAY NEVERTHELESS BE DEVASTATING

DISASTER

- REQUIRES RESOURCES BEYOND THE CAPABILITY OF THE COMMUNITY

Visual 1.3

HAZARD	**A dangerous event or circumstances that has potential to lead to a disaster.**
HAZARD PROBABILITY	**Likelihood that a hazard will occur in a particular area.**

Visual 1.4

VULNER-ABILITY	**Susceptibility of life, property, or environment to damage if a hazard occurs.**
RISK	**Probability of suffering those damages.**

Visual 1.5

EMERGENCY MANAGEMENT

bunch of components to accomplish one purpose

A SYSTEM THAT PROTECTS LIFE AND PROPERTY FROM A DISASTER. IT INCLUDES PROGRAMS AND CAPABILITIES TO

MITIGATE (prevent before happen)

PREPARE*

hats shirts w/ID **RESPOND** (need to be able to identify EMS leaders see a "presence" there)

RECOVER FROM*

EFFECTS OF ALL HAZARDS.

Visual 1.6

* 2 longest phases

CIVIL DEFENSE

- ENCOMPASSES ALL HAZARDS.

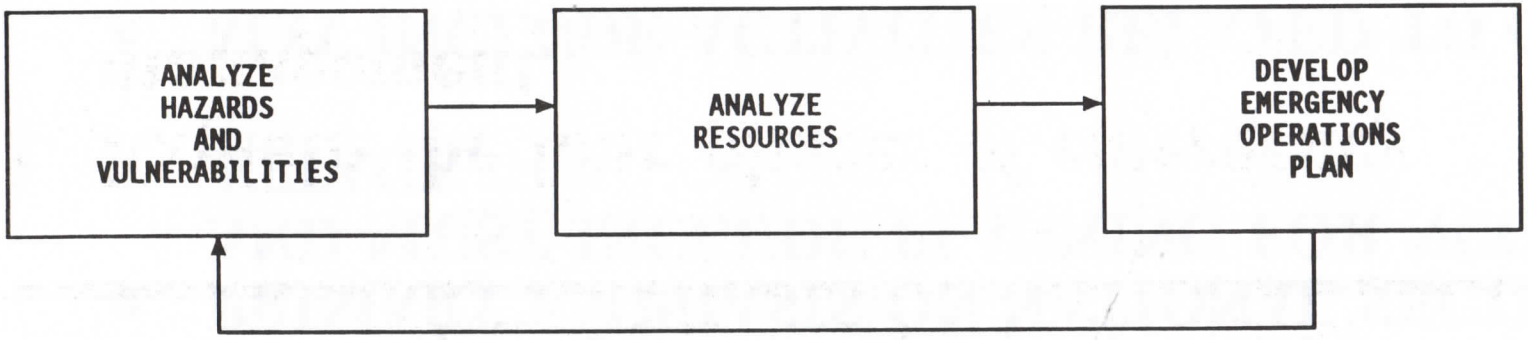
- PRIMARY EMPHASIS ON NATIONAL SECURITY AND <u>MUST</u> INCLUDE PLANNING FOR NUCLEAR ATTACK.

- <u>MAY</u> INCLUDE ACTIVITIES RELATED TO OTHER HAZARDS IF ACTIVITIES

  - ARE CONSISTENT WITH,
  - CONTRIBUTE TO,
  - DO NOT DETRACT FROM ATTACK-RELATED PREPAREDNESS.

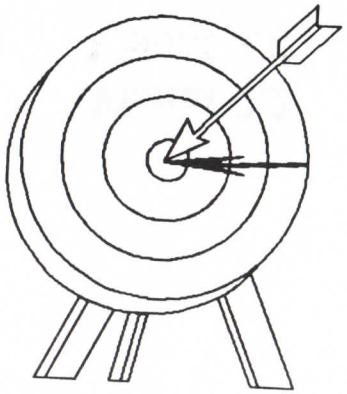
Visual 1.7

EMERGENCY PLANNING PROCESS



Visual 1.8

UNIT II OBJECTIVES



THE EMERGENCY MANAGEMENT PROCESS

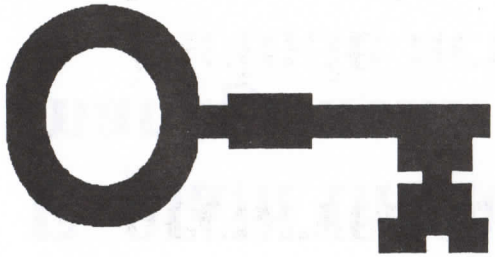
1. Explain the four phases of emergency management.

2. Describe the evolution of emergency management and civil defense.

3. Explain the disaster roles of individuals and organizations in emergencies at the local, State, and Federal level.

Visual 2.1

PHASES OF EMERGENCY MANAGEMENT



Mitigation

Preparedness

Response

Recovery

Visual 2.2

MITIGATION ACTIVITIES

- Occur before the emergency or disaster
- Eliminate/reduce the probability of occurrence
- Include actions to postpone, dissipate, or lessen the effect

Visual 2.3

PREPAREDNESS ACTIVITIES

- Minimize disaster damage
- Enhance disaster response operations
- Prepare organizations and individuals to respond

Visual 2.4

RESPONSE ACTIVITIES

- Provide emergency assistance
- Reduce probability of additional injuries or damage
- Speed recovery operations

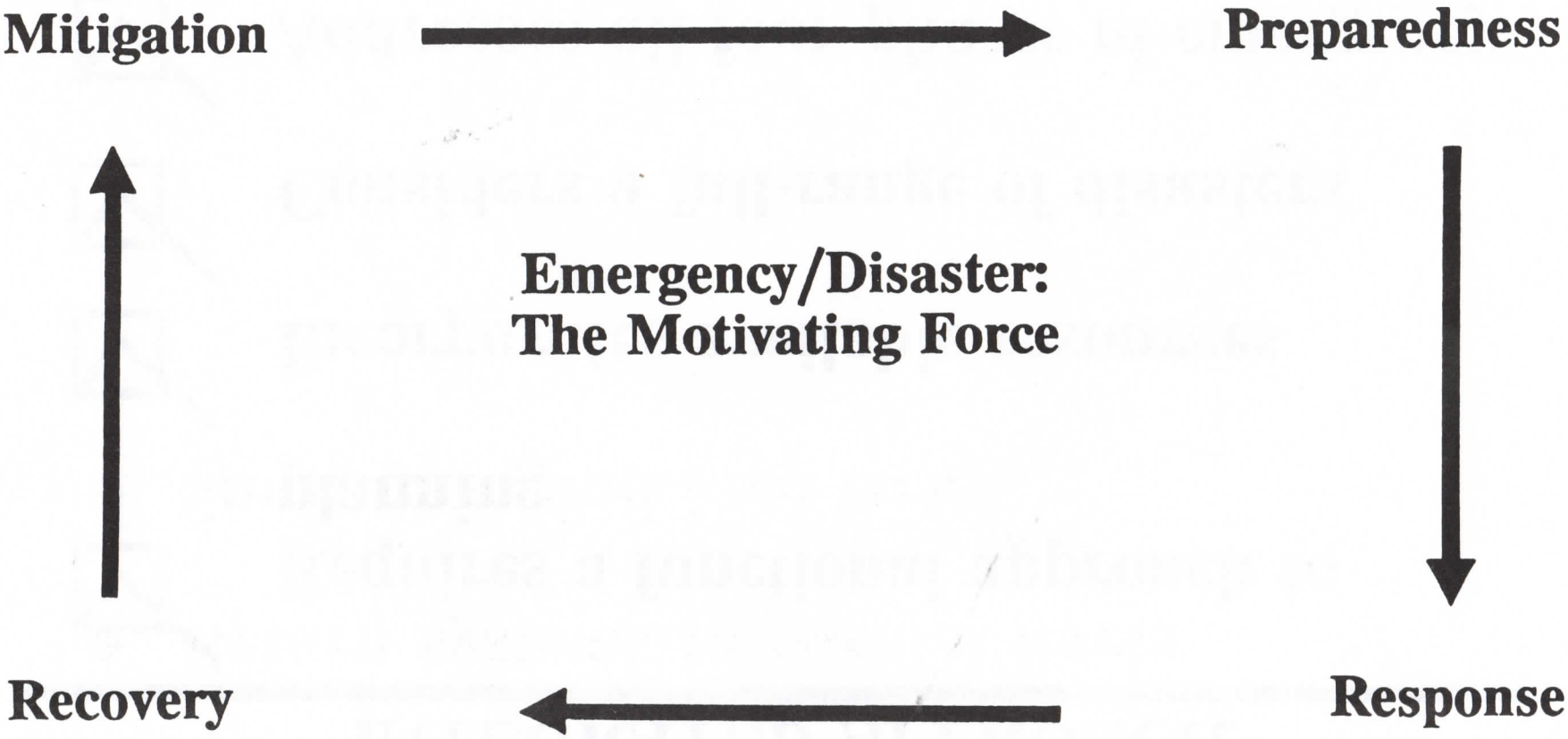
Visual 2.5

RECOVERY ACTIVITIES

- Return systems to normal levels
- Short term and long term

Visual 2.6

EMERGENCY MANAGEMENT



Visual 2.7

INTEGRATED APPROACH

- ☑ Requires a functional approach to planning
- ☑ Incorporates available resources
- ☑ Considers a full-range of disasters
- ☑ Addresses all four phases of emergency management
- ☑ Incorporates all levels of government and private sector

Visual 2.8

AN INTEGRATED SYSTEM LINKS RESOURCES THROUGH

- PLANNING
- DIRECTION
- COORDINATION
- CLEARLY DEFINED ROLES AND FUNCTIONS

Visual 2.9

EVOLUTION OF CIVIL DEFENSE

1916, 1940	Council of National Defense
1941	Office of Civil Defense
1950	Civil Defense Act • Protect life and property from attack-related hazards
1972	OCD abolished--DCPA created first mention of term "dual use" (nuclear war planning)
1979-	Congress established FEMA • Combined emergency programs

Visual 2.10

EVOLUTION OF CIVIL DEFENSE (continued)

1980- Civil Defense Act, amended

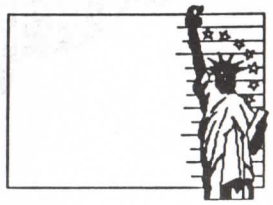
- FEMA to work with State and local government
- Added "dual use"

1987- Presidential Policy Guidance

- Includes civil defense in national security posture
- Supports all hazard approach to emergency management

Visual 2.11

CONTINUITY OF GOVERNMENT (COG) MEANS ENSURING OUR DEMOCRATIC FORM OF GOVERNMENT WILL PREVAIL IN ANY EMERGENCY



- Preventing unlawful assumption of authority
- Preserving law and order
- Maintaining leadership
- Delivering essential government services
- Ensuring clear communication lines

Visual 2.12

CONTINUITY OF GOVERNMENT PRINCIPLES

Provides for

- **Chain of Succession**
- **Predelegation of Emergency Authorities**
- **Emergency Action Steps**
- **Designation of Emergency Operating Centers (EOCs)**
- **Designation of Alternate EOCs**
- **Safeguarding of Essential Records**
- **Protection of Government Resources, Facilities, and Personnel**

ROLE OF STATE GOVERNMENT

- Enact emergency management legislation
- Enforce national laws
- Apply public administration skills to state-wide planning
- Develop and maintain programs for all four phases
- Supplement and facilitate local efforts
- Provide link to access assistance

Visual 2.14

GUBERNATORIAL ROLE

- Issue State/area emergency declarations
- Authorize State response actions
- Activate contingency funds or reallocate funds
- Apply for and monitor Federal assistance

Visual 2.15

STATE-SPECIFIC PROGRAM

- State legislation
- Organization of emergency management services in State system
- Available training
- Current preparedness programs
- EOC location/capabilities
- Special programs
- Current issues

Visual 2.16

ROLE OF LOCAL GOVERNMENT

- Has primary responsibility for managing emergencies
- Utilizes local resources and exchange with other jurisdictions
- Has detailed knowledge of affected area
- Provides available personnel and material

Visual 2.17

INTEGRATED EMERGENCY MANAGEMENT FUNCTIONS

- Emergency operations planning
- Direction and control
- Emergency communications
- Alerting and warning
- Emergency public information
- Continuity of government
- Resource management

Visual 2.18

INTEGRATED EMERGENCY MANAGEMENT FUNCTIONS (continued)

- Shelter
- Evacuation
- Radiological defense
- Emergency support services
- Emergency Reporting
- Training and Education
- Tests and exercises

Visual 2.19

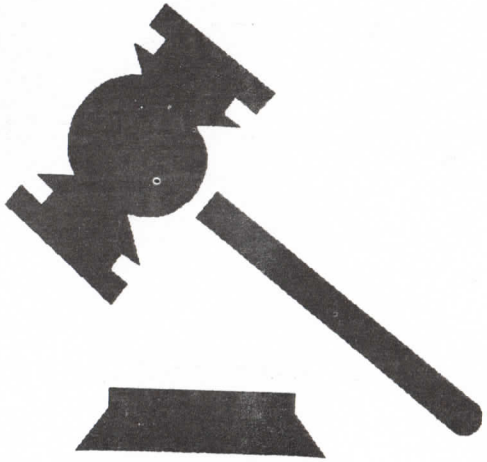
LOCAL EMERGENCY MANAGEMENT LAWS

- Guided largely by State law
- Give emergency management program authority to operate
- Ensure legality
- Define program's scope

Visual 2.20

LOCAL LAW PROVISIONS

- Define vital terms
- Specify authorities and responsibilities for emergency management
- Specify lines of succession for elected officials
- Outline procedures for funding provisions of the law
- Define role of emergency management coordinator



Visual 2.21

RESPONSIBILITIES OF EMERGENCY PROGRAM MANAGERS

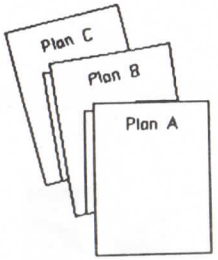
- Coordinate planning process
- Advise chief elected officials
- Identify and analyze hazards
- Inventory manpower and material resources
- Identify resource deficiencies

Visual 2.22

RESPONSIBILITIES OF EMERGENCY PROGRAM MANAGERS (continued)

- Develop and conduct public awareness and education programs
- Establish warning/alerting system
- Establish and maintain network of experts, damage assessors
- Coordinate review of local emergency laws, recommend improvements
- Involve local public and private agencies in planning and exercising
- Select a staff, administer program activities

YOUR LOCAL EMERGENCY OPERATIONS PLAN SHOULD



- Be specific
- Be <u>known</u>, <u>exercised</u>, and <u>used</u> by every agency with a role to perform
- Address <u>all functions</u>
- Contain a basic plan, functional annexes, and hazard-specific appendices (for requirements unique to certain hazards)
- Be updated regularly

Visual 2.24

LOCAL GOVERNMENT SUPPLEMENTS RESOURCES BY AGREEMENTS WITH

- Local agencies
- Surrounding jurisdictions
- Neighboring States

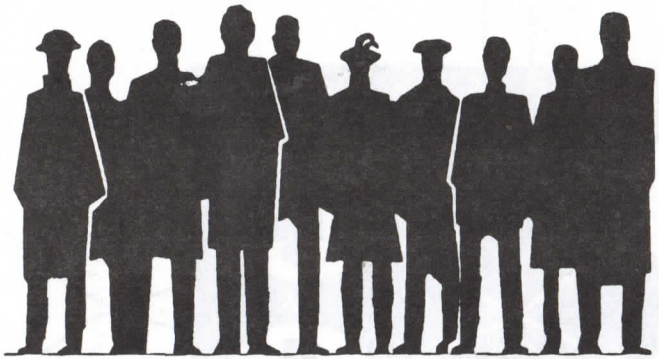
Visual 2.25

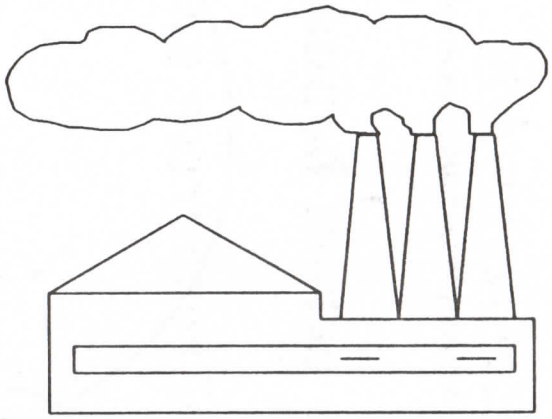
MUTUAL AID OR INTERLOCAL AGREEMENTS ADDRESS ISSUES SUCH AS

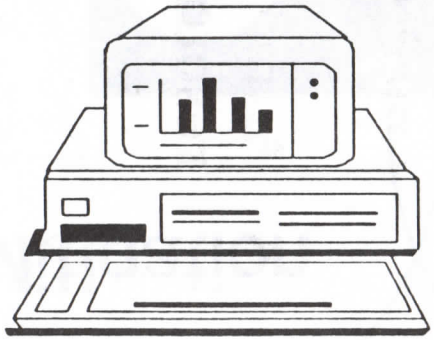
- Free access across boundaries
- Provision of resources and services
- Compensation for workers
- Command of operations
- Who will declare states of emergency
- Administration of third party resources
- Provision of benefits for those killed or injured

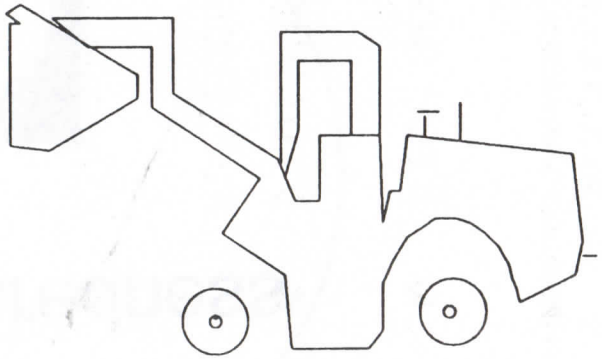
Visual 2.26

GOVERNMENT NEEDS PRIVATE-SECTOR RESOURCES

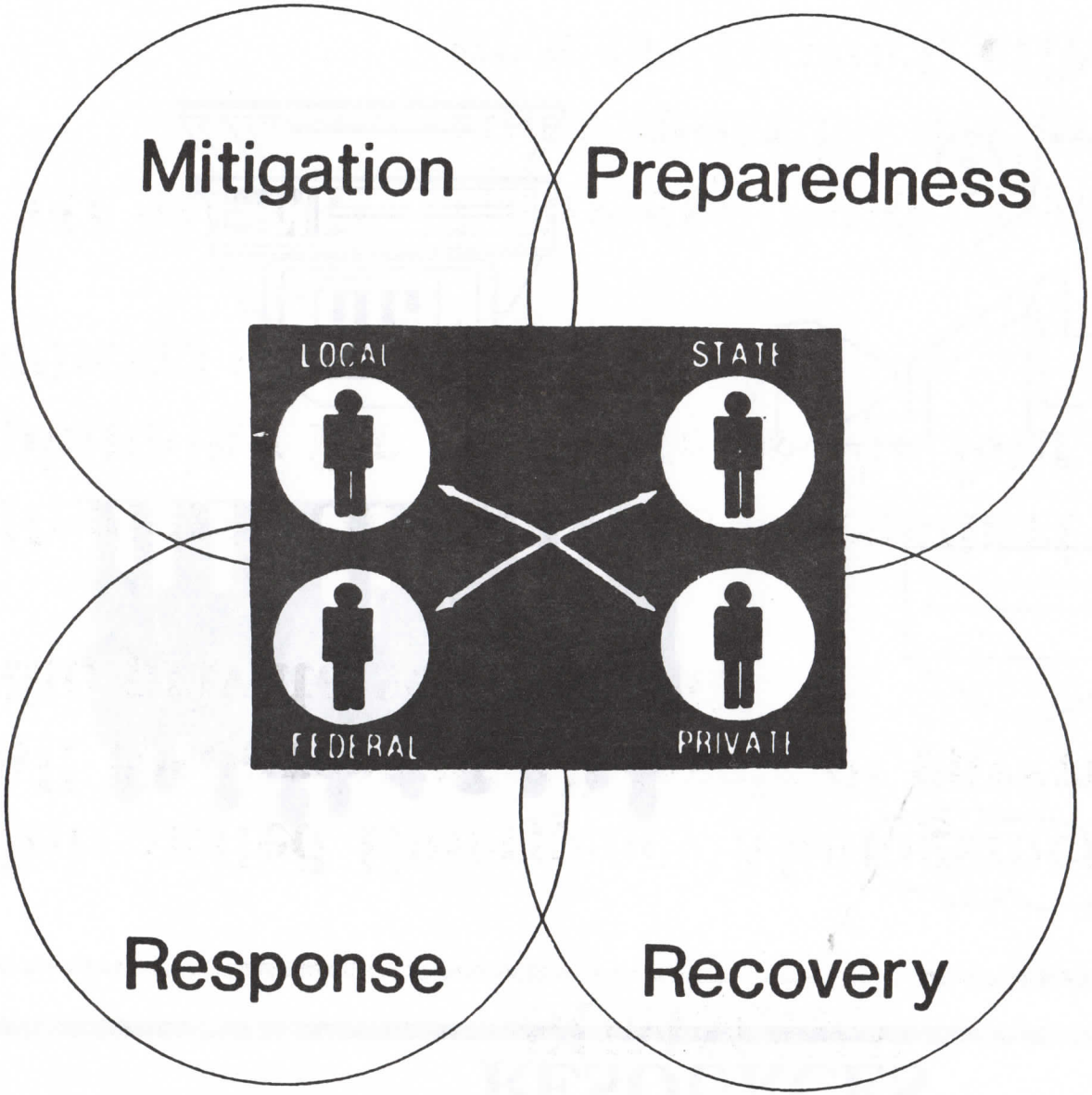








Visual 2.27


Mitigation
Preparedness
LOCAL
STATE
FEDERAL
PRIVATE
Response
Recovery

Visual 2.28

SUMMARY

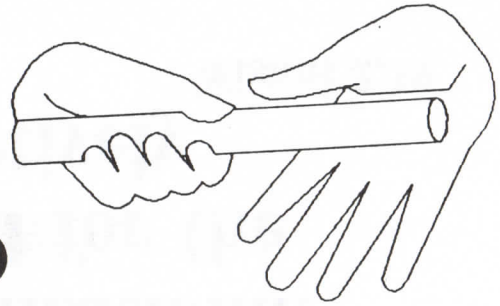
- Integrated Emergency Management integrates <u>all</u> resources at all levels of government and the private sector, and

- Requires communities to conduct functional planning for activities in the four phases of emergency management

REMEMBER: Individual and organizational roles must be defined for the process to work effectively

Visual 2.29

UNIT III



THE TEAM APPROACH TO EMERGENCY MANAGEMENT

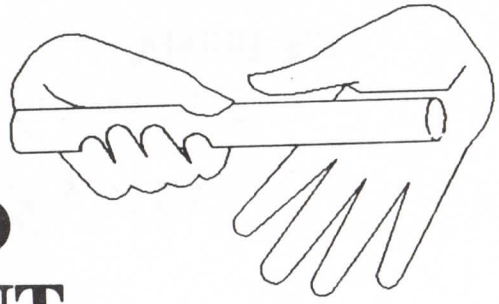
1. **Explain the value of teamwork in emergency management and discuss similarities and differences**

2. **Identify and explain the characteristics of an emergency management team**

3. **Explain how the Incident Command System (ICS) and the Emergency Operating Center (EOC) augment teamwork.**

Visual 3.1

UNIT III



THE TEAM APPROACH TO EMERGENCY MANAGEMENT (CONTINUED)

4. **Identify emergency management functional groups**

5. **Draw conclusions about individual behavior and the nature of group interactions**

6. **Describe positive aspects of conflict and methods for resolving differences**

Visual 3.2

CHALLENGES OF TEAMWORK IN EMERGENCY MANAGEMENT

- Temporary teams
- Changing leadership
- Changes in personnel
- Changes in agency involvement

Visual 3.3

ADVANTAGES OF USING TEAMS

- Greater use of human resources
- Greater personnel involvement
- More innovation
- Greater skill bank
- Greater impact on represented organizations
- Greater communication and information flow

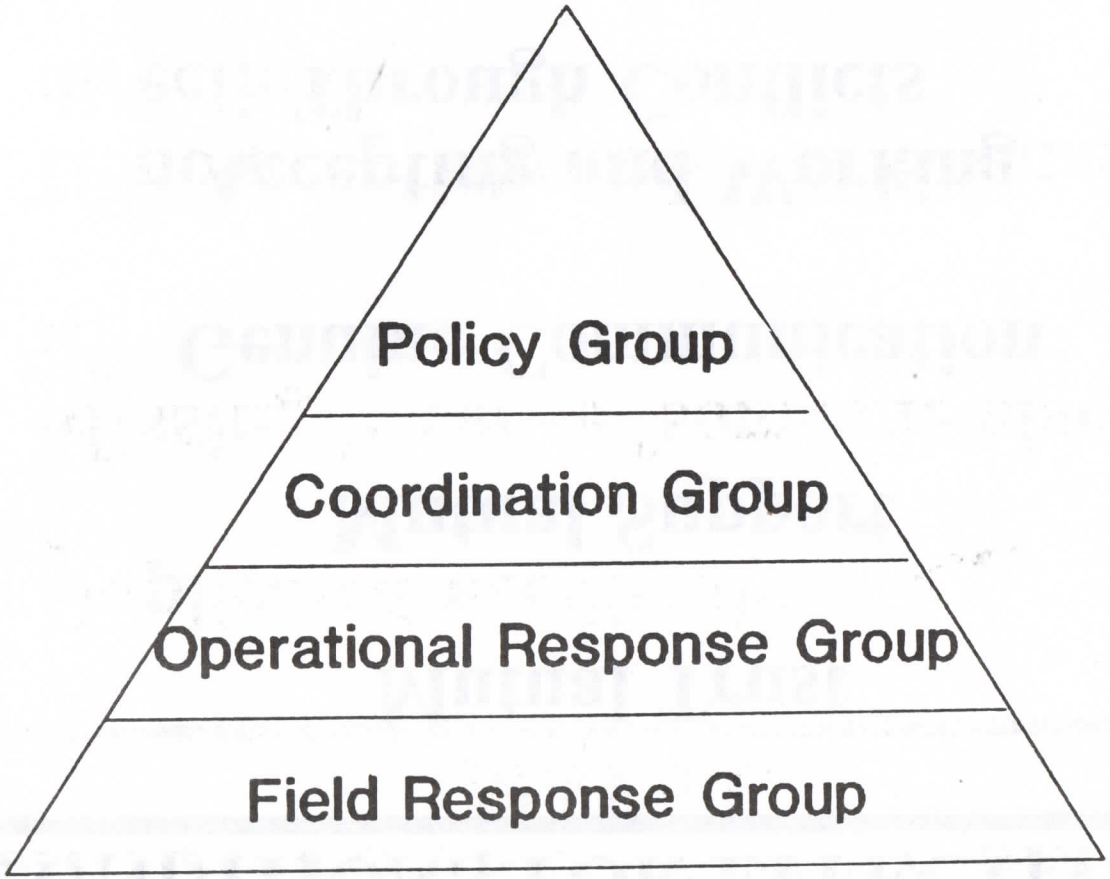
Visual 3.4

EFFECTIVE TEAMWORK

- Must work toward group goals
- Meets needs of group members
- Must be concerned with group mission and process the group manages by itself

Visual 3.5

FUNCTIONAL GROUPS IN EMERGENCY MANAGEMENT



Visual 3.7

FIVE CONDITIONS FOR EFFECTIVE TEAMS

Mutual Trust

Mutual Support

Genuine Communication

Accepting and Working Through Conflicts

Mutual Respect for Individual Differences

Visual 3.6

WITHOUT COORDINATION, SERVICES MAY BE

- Duplicated needlessly
- Missing because "someone else is doing it"
- Done poorly because of inconsistent direction

Visual 3.8

COORDINATION AMONG ORGANIZATIONS

- **Essential for effective emergency management**

- **Must be built <u>before</u> an emergency**

put in plan development
exercises
how long does it take to accomplish

don't notify media/public until ready

simulate situations

Visual 3.9

DEFINITION OF COORDINATION

The process of integrating different organizations and activities in a system to accomplish a common goal

Visual 3.10

COMMUNICATION LINKS MAY BE

how can these mtgs / procedures contribute to real emergency experience

- **Formal (documented agreements and procedures, meetings)**

- **Informal (relationships, off-the-record calls)**

Visual 3.11

TO CLARIFY COMMUNICATIONS, CONSIDER EACH ORGANIZATION'S

why are we here? what do you want us to do?

identifies resources when done

can measure progress see accomplishments

- **Goals and objectives**

  order them in order of priority

  for each type of emergency

  identifies when resources will be avail

  track resources is very important

  know how many in use, how many are avail (may be dispatched to many locations)

- ~~**Structures**~~

  FORMATS

  how often, how much, what kind of info do I need

- **Resources**

  - runners
  - telephones
  - radios, etc

  what is avail to you to gather/disseminate info; update status boards

- **Procedures**

Visual 3.12

EOC FUNCTIONS

- **Direction and control**
- **Information collection, evaluation, and display** big white board w/ info written on
  date, time, map of where descrip of resces, utility outages, victims, manage resources
- **Coordination** resp people all together
  need phones, fax mach, eating facilities, emg power
- **Establishment of priorities** life saving operations for responders & victims
- **Resource management** need staging areas
  integrate unsolicited help

Visual 3.13

ADVANTAGES OF A SINGLE LOCATION

- Centralizes direction and control
- Facilitates long-term operation
- Increases continuity
- Provides ready access to all available information
- Makes it easier to verify information
- Helps identify, use all available resources

Visual 3.14

Forward Command Post

INCIDENT COMMAND SYSTEM

System for pre-planned, organized response activity at emergency scene.

Visual 3.15

BASIC COMPONENTS OF ICS

- **Common terminology**
- **Modular organization** Functions necessary for each type of emergency
  an operation of the system
- **Integrated communications**
  Span of ctl = can only effectively manage 5-7 people
  how to do what needs to be done
- **Multi-jurisdictional command**
  disasters go across boundaries - everyone plays by the same game plan

Visual 3.16

BASIC COMPONENTS OF ICS (continued)

- Organized through consolidated action plan
- Manageable span of control
- Designated facilities
- Comprehensive management

Visual 3.17

DIFFERENT APPROACHES FOR HANDLING CONFLICT

- Avoidance
- Giving back to those involved
- Imposing a solution
- Compromise
- Collaboration

TAILOR YOUR RESPONSE TO THE SITUATION

Visual 3.18

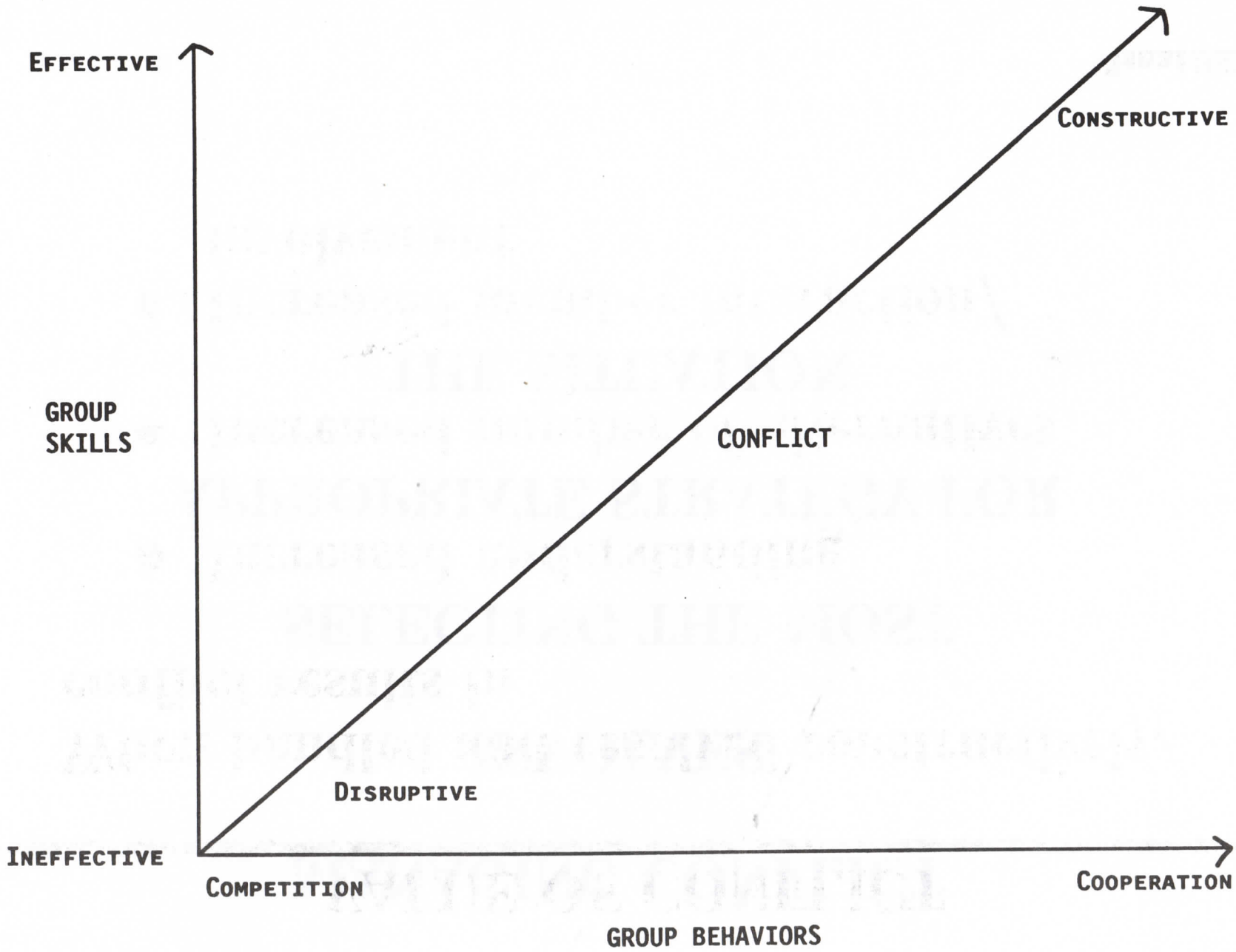
VALUE OF CONFLICT

When handled and resolved constructively, conflict results in

- **Increased understanding**
- **Increased number of alternatives**
- **Increased member interaction/ involvement**

Visual 3.19

MANAGING CONFLICT



Visual 3.20

MANAGING CONFLICT

INVOLVES

SELECTING THE MOST

APPROPRIATE STRATEGY FOR

THE SITUATION

Visual 3.21

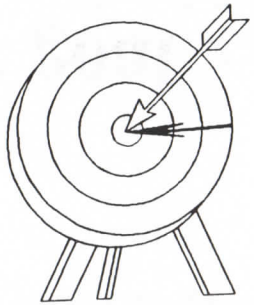
SUMMARY

- The team is diverse with different levels of involvement
- Each team member has his/her distinct point of view, priorities, and way of operation
- Section emphasizes emergency management interactions and way of managing any conflict or potential conflict

KEY Each team member must play a cooperative role and focus on the goal

Visual 3.22

UNIT IV



APPLYING THE PROCESS

- **Define relationships among local, State, Federal, and private sector agencies in emergency management**
- **Recognize activities that comprise the four phases of emergency management using an all-hazards approach**

SUMMARY

Integrated emergency management requires

- Including disaster possibilities in planning,
- Functional planning for all hazards and the four phases of emergency management,
- Including all levels of government and the private sector,
- Coordinating potential actors to ensure progress toward common goals, and
- Defining individual and organizational roles

Visual 4.2

*U.S. G.P.O.:1994-521-189:81137

1 Unit I

2 Unit II

3 Unit III

4 Unit IV

5 Appendix A

6 Appendix B

7 Appendix C

8 Appendix D

9 Appendix E