



# Security and Emergency Services Community of Interest

---

0089 – Emergency Management Series  
Career Road Map & Training Strategy

## Overview of the 0089 Emergency Management Career Road Map and Training Strategy

The United States Marine Corps (USMC) Security and Emergency Services (S&ES) Community of Interest (COI) developed this training strategy to support 0089 – Emergency Management series professional development of technical competencies. This learning map is organized by a group of competencies, which together contribute to successful performance in the 0089 - Emergency Management series. The training strategy outlined in this document identifies essential training resources needed to meet and/or enhance skills in this occupational series.

This competency-based training guidance is based on the Office of Personnel Management (OPM) Position Classification Standard, and training requirements found in Department of Defense Instruction 6055.17 (DOD Emergency Management). Previously developed training models were incorporated as a baseline. Career road maps are comprised of several components, described in Table 1 below:

**Table 1. Components of a Career Road Map and Training Strategy**

<b>Competency Titles and Definitions</b>	Describe the capabilities required within a position or job role.
<b>Proficiency Targets</b>	Define different levels of required performance (Entry, Expert and Advanced) within a competency area.
<b>Behavioral Indicators (BIs)</b>	Examples of activities performed by an individual that illustrate how a competency is demonstrated at varying levels of proficiency: Entry, Expert and Advanced.
<b>Training</b>	<ul style="list-style-type: none"> <li>• <b>Core:</b> Initial training that all personnel should have in related position from entry to those which require additional responsibilities.</li> <li>• <b>Core-Plus:</b> Recommended training for personnel which hold positions that include supervisory responsibilities, in addition to core training.</li> <li>• <b>Career Enhancing/Sustainment:</b> Training intended to enhance knowledge, skills or abilities in all EM positions.</li> </ul>

## Emergency Management Series Defined

---

This series includes all Emergency Management positions which perform management and/or coordination with other entities in the prevention of, protection from, preparedness for, response to, recovery from and/or mitigation of intentional and/or unintentional crises, disasters, other humanitarian emergencies, hazards, or natural and man-made/technological (i.e. chemical, biological, radiological, nuclear, and high-yield explosives; (Explosive Ordnance Disposal (EOD)) incidents and public health emergencies. The work requires knowledge of emergency management and related directives, policies, regulations, procedures, and methods; and the collaboration and fostering of relationships between Federal, State, Tribal, and local governments, non-governmental organizations (NGOs), and the private sector, and their response mechanisms and authorities.

## Competency Areas

---

Ten (10) competencies have been identified for the successful performance in the 0089-Emergency Management series:

1. Emergency Management
2. Risk Management
3. Training and Exercises
4. Resource Management
5. Financial Planning and Analysis
6. Emergency Management Program Assessment
7. Emergency Response
8. Coalition Building
9. Communications Operations
10. Continuity of Operations

## Proficiency and Skill Band Definitions

The Proficiency Rating Scale (Table 2) below details the rating given for each level of proficiency and its corresponding definition. Proficiency levels describe the degree of competency required to perform certain EM related functions. Different positions may require different levels of proficiency for successful performance. The proficiency levels provided in this learning map serve as a guide to identify the minimum proficiency target for successful performance.

**Table 2. Proficiency Rating Scale**

<b>1</b>	<b>Basic</b>	No Proficiency	Conceptual Knowledge Only/No Experience
<b>2</b>	<b>Applied</b>	Low Proficiency	Able to Apply with Help
<b>3</b>	<b>Intermediate</b>	Moderate Proficiency	Able to Apply Autonomously
<b>4</b>	<b>Advanced</b>	High Proficiency	Proficient/Able to Help Others
<b>5</b>	<b>Expert</b>	Very High Proficiency	Expert Knowledge

The USMC COI has outlined a training progression structure that more accurately reflects the change in an employee's abilities and responsibilities over time. Table 3 provides an example of the Skill Level Structure within the 0089 Emergency Management Series. Presently, there is no service level or DOD credentialing requirement for any EM positions.

**Table 3. Skill Level Structure**

Job Skill Level	Definition	Job Titles Within Skill Levels
1	Entry	Emergency Management Specialist
2	Expert	Emergency Management Specialist
3	Advanced	Emergency Management Specialist

**Levels of Expertise within the 0089-Emergency Management Series**

<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
<b>Entry</b>	<b>Expert</b>	<b>Advanced</b>
At the entry level, incumbent is responsible for the seamless integration of existing and emerging requirements into all phases of emergency management.	At the expert level, incumbent is responsible for managing the integration of existing and emerging requirements into all phases of emergency management.	At the management level, incumbent is responsible for supervising the integration of existing or emerging requirements into all phases of emergency management.
<b>Desired Academic Credentials</b>  GS-11 – One (1) year equivalent to at least the next lower grade OR a bachelor's degree in field of study or discipline relating or similar to Emergency Management (i.e., Bachelor of Arts (BA) Degree in Emergency Management or Public Policy, etc.).	<b>Desired Academic Credentials</b>  GS-12: One (1) year equivalent to at least the next lower grade OR a bachelor's degree in field of study or discipline relating or similar to Emergency Management (i.e., Bachelor of Arts (BA) Degree in Emergency Management or Public Policy, etc.).	<b>Desired Academic Credentials</b>  GS-12 and above OR  1 year equivalent experience at the next lower grade level.
<b>Experience</b>  Equivalent combination of education and experience are qualifying for all grade levels for which both education and experience are acceptable.	<b>Experience</b>  Equivalent combinations of education and experience are qualifying for all grade levels for which both education and experience are acceptable.	<b>Experience</b>  Equivalent combination of education and experience are qualifying for all grade levels for which both education and experience are acceptable.
<b>Additional Requirement(s)</b>  Must be a U.S. Citizen and be eligible to maintain and retain a SECRET and/or TOP SECRET clearance.	<b>Additional Requirement(s)</b>  Must be a U.S. Citizen and be eligible to maintain and retain a SECRET and/or TOP SECRET clearance.	<b>Additional Requirement(s)</b>  Must be a U.S. Citizen and be eligible to maintain and retain a SECRET and/or TOP SECRET clearance.
<b>Training: Core</b> (See Table 5)  <b>Core Plus</b> (See Table 6)	<b>Training: Core</b> (See Table 5)  <b>Core Plus</b> (See Table 6)  <b>Enhanced Training</b> (See Table 6 and 7)	<b>Training: Core</b> (See Table 5)  <b>Core Plus</b> (See Table 6)  <b>Enhanced Training</b> (See Table 6 and 7)

## Career Progression

Careers advancement and/or progression in the 0089 - Emergency Management series positions vary by geographic location. General Schedule grades are determined based on the unique job requirements and responsibilities at the position location, and are represented through the job skill levels: Entry, Expert, and Advanced. Table 4 provides *an example of* General Schedule grades 0089 – Emergency Management Series:

**Table 4. Career Path Progression Examples**

Career Path Progression		
Entry	Expert	Advanced
GS 11-12	GS 12 – 13	GS 13-14
Emergency Manager / Specialist	Emergency Manager / Specialist	Emergency Manager / Specialist

## Behavioral Indicators (BIs)

---

It is important to define how competencies are manifested at different skill levels. Behavioral Indicators are on-the-job examples of behaviors and activities that illustrate how a competency is demonstrated at varying skill levels and provide an objective description of the behavior that can be observed in an individual as evidence that they either have or do not have the skills at the required level needed for the competency. These are **examples** of what the competency could look like at varying skill levels and are not inclusive of all behaviors demonstrating the competency for each skill level. This information is provided as a tool to help guide evaluations of employee proficiency; however, it should not be used as a checklist for employees' behaviors.

## Training

---

Tables 5-8 define the Core, Core-Plus and Enhanced level training courses within the 0089 -Emergency Management series. Training may be aligned and associated with unique responsibilities required at any location. Training titles and vendors are subject to change as the courses evolve. Additionally, there are several external resources (DOD, local, state and commercial) that provide a variety of training opportunities available to all USMC civilian personnel for professional knowledge and skill development. Individuals should strive to identify and enroll in training courses available to them. These training lists are to be used as a guide to enhance knowledge on the job and are only provided as a recommendation, and may not encompass all training available to the 0089 - Emergency Management series. Individuals are encouraged to determine the best training courses suited for each position and for skill enhancement. Several courses require prerequisite training, therefore, core level training should be completed prior to requesting enrollment in next level courses.

**Table 5. Core Training**

Core Training	Note (Prerequisite(s))	Vendor	Emergency Manager / Specialist	Emergency Operations Center Staff	Emergency Communications	Emergency Management Command Staff	Emergency Management Training Specialist
Antiterrorism (Level I)		USMC	•	•	•	•	•
Antiterrorism (Level II)		USMC	•	•	•	•	•
Radiological Emergency Management (IS-3)		EMI (Online)	•	•	•	•	•
Introduction to Hazardous Materials (IS0005)		EMI (Online)	•	•	•	•	•
Guide to Points of Distribution (IS0026)		EMI (Online)	•	•	•	•	•
Intro to the Incident Command System (IS100)		EMI (Online)	•	•	•	•	•
Introduction to Exercises (IS120)		EMI (Online)	•	•	•	•	•
HSEEP Training Course (E0146) <sup>1</sup>	IS0120	EMI (Resident)	•	•	•	•	•
EOC/ICS Interface (E/G0191)		EMI / State	•	•	•	•	•
Basic ICS for Initial Response (IS200)	IS100	EMI (Online)	•	•	•	•	•
Fundamentals of EM (IS230)	IS700, IS800	EMI (Online)	•	•	•	•	•
Effective Communication (IS242)		EMI (Online)	•	•	•	•	•
ICS for Expanding Incidents (ICS-300)		State Sponsor	•	•	•	•	•
Advanced ICS for Command/General Staff (ICS400)		State Sponsor		•	•	•	•
Basic Instructor Delivery Skills (G-255) <b>OR</b>	IS242	State Sponsor					•
Instructor Delivery Skills (PER-266)	IS242	CDP (Resident)					•
ICS Train-the-Trainer Curricula (E/L-0449)	IS0100, IS0200, E/L 300, E/L400, IS700, IS800 and E/G 0191	EMI (Resident)					•

*\*Initial training that all personnel should have for any EM position.*

<sup>1</sup> Homeland Security Exercise & Evaluation Program (HSEEP)



**Table 5. Core Training (Continued)**

<b>Core Training</b>	<b>Note (Prerequisite(s))</b>	<b>Vendor</b>	<b>Emergency Manager / Specialist</b>	<b>Emergency Operations Center Staff</b>	<b>Emergency Communications</b>	<b>Emergency Management Command Staff</b>
Introduction to Continuity of Operations Planning for Pandemic (IS-520)		EMI (Online)	•	•	•	•
Introduction to the National Incident Management System (NIMS) (IS-700)		EMI (Online)	•	•	•	•
National Incident Management System Resource Management (IS-703)	IS700	EMI (Online)	•	•	•	•
National Response Framework, An Introduction (IS-800)	IS700	EMI (Online)	•	•	•	•
Basic Emergency Operations Center Functions (IS-2200)		EMI (Online)	•	•	•	•
Developing and Managing Volunteers (IS-244)		EMI (Online)	•	•	•	•
Defense Support to Civil Authorities Phase I Overview (P-US1394)		JKO (Online)	•	•	•	•
Emergency Preparedness Response Course (EPRC) Basic Awareness (P-US261-HB)		JKO (Online)	•	•	•	•

**Table 6. Core Plus Training**

<b>Core Plus / Leadership Training</b>	<b>Notes (Prerequisite(s))</b>	<b>Vendor</b>	<b>Emergency Manager / Specialist</b>	<b>Emergency Operations Center Staff</b>	<b>Emergency Communications</b>	<b>Emergency Management Command Staff</b>
Special Events Contingency Planning for Public Safety Agencies (IS-15)	None	EMI (Online)	•	•	•	•
Public Information Officer Awareness (IS-29)		EMI (Online)	•	•	•	•
Social Media in Emergency Management (IS-42)		EMI (Online)	•	•	•	•
Exercise Design & Development (IS-139)	Prerequisite(s) IS-120	EMI (Online)	•	•	•	•
Development of the Incident Action Plan (IS-201)		EMI (Online)	•	•	•	•
Emergency Planning (IS-235)	Prerequisite IS-120	EMI (Online)	•	•	•	•
Emergency Management for Senior Officials (IS-908)	Prerequisites IS-100, IS-200, and IS-700	EMI (Online)	•	•	•	•
Defense Support to Civil Authorities Phase I Course (T-US010)	Prerequisite DSCA Phase I Overview (P-US1394)	JKO (Online)		•	•	•

*NOTE: Core plus training is intended to expand the knowledge, skills and abilities to perform EM related functions, and are not required or necessary for career advancement due to lack of Service level or DOD credentialing requirements.*

**Table 7. Enhanced Training**

Enhanced Training	Notes	Vendor	Emergency Manager / Specialist	Emergency Operations Center Staff	Emergency Communications	Emergency Management Command Staff
Leadership & Influence (IS-240)		EMI (Online)		•	•	•
Decision Making & Problem Solving (IS-241)		EMI (Online)	•	•	•	•
Anticipating Hazardous Weather & Community Risk (IS-271)		EMI (Online)	•	•	•	•
Community Hurricane Preparedness (IS-324)		EMI (Online)	•	•	•	•
Earthquake Basics: Science, Risk & Mitigation (IS-325)		EMI (Online)	•	•	•	•
Tsunami Preparedness (IS-326)		EMI (Online)	•	•	•	•
Emergency Preparedness for Federal Employees (IS-450)		EMI (Online)	•	•	•	•
Public Works Role in Emergency Management (IS-552)		EMI (Online)	•	•	•	•
Applications for GIS for Emergency Management (IS-922)		EMI (Online)	•	•	•	•
National Preparedness Goal & Systems Overview (IS-2000)		EMI (Online)	•	•	•	•
National Prevention Framework, An Introduction (IS-2500)		EMI (Online)	•	•	•	•
National Protection Framework, An Introduction (IS-2600)		EMI (Online)	•	•	•	•

**Table 7. Enhanced Training (Continued)**

Enhanced Training	Notes	Vendor	Emergency Manager / Specialist	Emergency Operations Center Staff	Emergency Communications	Emergency Management Command Staff
National Mitigation Framework, An Introduction (IS-2700)		EMI (Online)	•	•	•	•
National Disaster Recovery Framework (NDRF) Overview (IS-2900)		EMI (Online)	•	•	•	•
Warning Coordination (G-272)		State Sponsor	•	•	•	•
Emergency Essential (EE) Civilians (US-1393-RPD)		JKO (Online)	•	•	•	•
Emergency Preparedness and Response Course (CBRN for Medical Personnel & First Responders) (US-018)		JKO (Online)	•	•	•	•
Emergency Preparedness Response Course (EPRC) - Executive & Commander Course (J30-P-US262)		JKO (Online)		•	•	

# Competency Model

## Emergency Management

COMPETENCY	DEFINITION	
1. Emergency Management	Develops and manages plans for the implementation, preparation, response and recovery measures that enhance safety, protect life and property, health, and the environment. This includes identifying, analyzing, specifying, designing, and managing requirements for all phases of Emergency Management.	
MINIMUM PROFICIENCY TARGET LEVELS		
Job Skill Level 1: Entry	Job Skill Level 2: Expert	Job Skill Level 3: Advanced
3 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)	5 (Maximum)
BEHAVIORAL INDICATORS		
Entry	<ul style="list-style-type: none"><li>Communicates information regarding EM frameworks, directives, policies, and regulations (e.g. National Security Strategy, Presidential Policy Directives, Homeland Security Presidential Directives, National Mitigation Framework, etc.) Responds and reacts to installation matters involving violations.</li><li>With guidance, identifies EM requirements to be carried out by Federal, State, and local agencies.</li><li>Applies basic EM knowledge and experience to engage as an active participant in EM working groups and recovery groups.</li><li>Gathers and provides information to organic and non-organic recovery capabilities to support the identification of seams and gaps, and update program plans.</li></ul>	
Expert	<ul style="list-style-type: none"><li>Develops EM plans in adherence with EM frameworks, directives, policies, and regulations.</li><li>Identifies EM requirements to be carried out by Federal, State and local agencies; develops coordination and implementation plans to ensure the effective delivery of capabilities and resources.</li><li>Manages or supervises multiple personnel in a proficient manner; consistently displays comprehensive and thorough knowledge of emergency management policy and principles</li><li>Applies expert EM knowledge and experience to assume a leadership role in EM working groups and recovery groups.</li></ul>	
Advanced	<ul style="list-style-type: none"><li>Oversees the implementation of EM plans, providing corrective action when necessary.</li><li>Provides guidance to Federal, State, and local agencies regarding the coordination and execution of EM activities. Analyzes installation security and protection procedures and establishes lessons learned based on their experience; incorporates opportunities for improvement identified during exercises, events, and risk management activities.</li><li>Develops policy for the EM programs.</li><li>Applies expert EM knowledge and experience to lead EM working groups, recovery groups, and Operational Planning Teams.</li><li>Synchronizes planning requirements with applicable stakeholders, appropriate departments and agencies.</li><li>Analyzes organic and non-organic response capabilities to identify seams and gaps, and update program plans.</li></ul>	

## Risk Management

COMPETENCY	DEFINITION	
2. Risk Management	Systematically examines risk using disciplined processes, methods, and tools. Defines risk by determining the total impact on execution of all missions or functions; identifying threats and hazards and the likelihood of their occurrence, and identifying vulnerabilities of assets that could be exploited by a threat or hazard. Identifies, evaluates, recommends, and implements courses of action to remediate, mitigate risk, or manage risk at acceptable given levels, based on program constraints, objectives, and resources.	
MINIMUM PROFICIENCY TARGET LEVELS		
Job Skill Level 1: Entry	Job Skill Level 2: Expert	Job Skill Level 3: Advanced
3 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)
BEHAVIORAL INDICATORS		
Entry	<ul style="list-style-type: none"><li>• Basic understanding of risk management processes, principles, concepts, and application.</li><li>• Applies basic risk management techniques to identify potential risks and assists in the development of Courses of Action (COA) to mitigate risk.</li><li>• Assists in the analysis, evaluation, development, coordination, education, and dissemination of risk management methods and tools.</li></ul>	
Expert	<ul style="list-style-type: none"><li>• Expert understanding of risk management methodology processes, principles, concepts, and application.</li><li>• Coordinates with stakeholders in the development of risk management standards and policies.</li><li>• Uses innovative approaches to identify and prioritize risks, as they apply to delivery of services, as well as develop alternative solutions to complex or sensitive problems.</li><li>• Anticipates problems and generates alternative mitigation actions where precedents may not exist.</li><li>• Defines and analyzes risk management, assessment, and mitigation procedures in accordance with organizational goals.</li><li>• Coordinates the development of COA to mitigate risk for mission success.</li></ul>	
Advanced	<ul style="list-style-type: none"><li>• Develops risk management standards and policies.</li><li>• Communicates risk management standards and policies to stakeholder organizations.</li><li>• Briefs risk analysis reports and defends decisions to senior leadership.</li><li>• Develops and recommends risk management COA's to senior leadership.</li></ul>	

## Training and Exercises

COMPETENCY	DEFINITION	
3. Training and Exercises	Develops and executes appropriate EM training and exercise policy and guidance. Demonstrates knowledge of the principles, methods, and tools used to design, develop, deliver, and assess EM training programs, courses, and exercises. Applies lessons learned and research findings to EM functions on an on-going basis.	
MINIMUM PROFICIENCY TARGET LEVELS		
Job Skill Level 1: Entry	Job Skill Level 2: Expert	Job Skill Level 3: Advanced
3 (Minimum) 4 (Maximum)	4 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)
BEHAVIORAL INDICATORS		
Entry	<ul style="list-style-type: none"><li>Communicates EM training and exercise requirements with minimal guidance</li><li>Coordinates with appropriate agencies and departments to ensure designated personnel receive required EM training.</li><li>Coordinates with appropriate departments and agencies, as well as with civil and military entities, to ensure EM exercises are conducted.</li><li>Ensures training materials (e.g. presentations, guides) align with performance and learning objectives.</li><li>Within guidance, develops and coordinates post-training and post-exercise after action reviews.</li><li>With guidance, develops and translates lessons learned into the Marine Corps Center for Lessons Learned System and subsequent training and exercise plans.</li></ul>	
Expert	<ul style="list-style-type: none"><li>Mentors staff on EM training and exercise requirements.</li><li>Oversees the design and implementation of training awareness and education materials (e.g. presentations, guides), aligning with performance and learning objectives.</li><li>Evaluates EM training, education, and awareness to identify trends and develop programs/initiatives that address deficiencies.</li><li>Assesses and validates EM capabilities, familiarize personnel with roles/responsibilities and identifies opportunities for improvement</li><li>Develops and translates lessons learned into the Marine Corps Center for Lessons Learned and subsequent training and education exercise plans.</li><li>Identifies and uses innovative technologies to facilitate the development and delivery of EM training, education, and awareness programs.</li></ul>	
Advanced	<ul style="list-style-type: none"><li>Develops and analyzes EM training, exercise, and education program requirements, and develops corrective actions, as needed.</li><li>Develops and oversees plans for the integration of exercises with civil and military entities at the Federal, state, and local levels.</li><li>Develops policy and guidance for EM training, education, and awareness programs.</li><li>Develops and recommends EM training framework that incorporate lessons learned which meet program needs.</li><li>Oversee EM training at the organizational level to ensure consistency.</li><li>Advocates the use of innovative technologies to facilitate the development and delivery of EM training, education, and awareness programs.</li><li>Applies expert knowledge of EM training, education, and awareness.</li></ul>	

## Resource Management

COMPETENCY	DEFINITION	
<b>4. Resource Management</b>	Identifies, coordinates, and plans for the utilization of resources (e.g. personnel, facilities, equipment, and supplies) as they apply to preparation, response, mitigation, and recovery from emergencies.	
	<b>MINIMUM PROFICIENCY TARGET LEVELS</b>	
<b>Job Skill Level 1: Entry</b>	<b>Job Skill Level 2: Expert</b>	<b>Job Skill Level 3: Advanced</b>
<b>3 (Minimum) 4 (Maximum)</b>	<b>4 (Minimum) 5 (Maximum)</b>	<b>4 (Minimum) 5 (Maximum)</b>
	<b>BEHAVIORAL INDICATORS</b>	
<b>Entry</b>	<ul style="list-style-type: none"> <li>Follows guidance in determining resource needs and the processes for acquiring resources.</li> <li>Employs tools (e.g. spreadsheets, databases, and existing reports) to monitor and track preparedness and response activities (e.g. resource typing, credentialing, and inventory).</li> <li>Work with regional contracting officer(s) to identify resource needs; ensures that contract support is in place and validated annually.</li> <li>Employs resource management activities to coordinate the identification, prioritization and allocation of resources.</li> </ul>	
<b>Expert</b>	<ul style="list-style-type: none"> <li>Anticipates and plans for future resource needs, limitations, and challenges (e.g. budget constraints, technology launch); develops contingency plans as necessary.</li> <li>Coordinates with internal/external partners to identify available resources; aligns resources in accordance with appropriate policy.</li> <li>Conducts analysis to identify resource needs and shortfalls that are prioritized and addressed through initiatives (e.g. budgeting, MOA/MOU or contractual service agreements).</li> </ul>	
<b>Advanced</b>	<ul style="list-style-type: none"> <li>Develops agreements to address emerging resource requirements within the DOD and across multiple jurisdictions and agencies.</li> <li>Develops, justifies, and implements plans that address current and future resource needs.</li> <li>Develops policy and guidance regarding resource allocation for emergency preparedness and incident response activities.</li> </ul>	



## Financial Planning and Analysis

COMPETENCY	DEFINITION	
5. Financial Planning and Analysis	Understands the principles of financial management and annual budget process. Ability to prepare, justify, and/or administer and advocate for the budget for program areas. Plans for and monitors expenditures to ensure cost-effective support of programs and activities.	
MINIMUM PROFICIENCY TARGET LEVELS		
Job Skill Level 1: Entry	Job Skill Level 2: Expert	Job Skill Level 3: Advanced
2 (Minimum) 3 (Maximum)	3 (Minimum) 4 (Maximum)	4 (Minimum) 5 (Maximum)
BEHAVIORAL INDICATORS		
Entry	<ul style="list-style-type: none"><li>Familiar with different types of EM funding sources.</li><li>Assists in the preparation of budget for program areas.</li><li>Follows and adheres to established guidelines and procedures to ensure approval of funding for key initiatives.</li><li>Conducts research to determine resource needs and supports the acquisition of resources.</li></ul>	
Expert	<ul style="list-style-type: none"><li>Considers the implications of using different funding sources and suggests methods for best meeting programmatic needs.</li><li>Justifies requested budget allocation to management in relation to program objectives.</li><li>Conducts cost-benefit analysis to develop sound financial plans with programmatic impact.</li><li>Ensures financial commitments and deadlines are met by facilitating and assessing budgeting processes and activities.</li></ul>	
Advanced	<ul style="list-style-type: none"><li>Designs, implements, and manages EM financial plans to meet mission objectives</li><li>Develops, justifies, and manages organization-wide budgets for annual EM projects and programs.</li><li>Advocates for EM funding.</li><li>Presents findings and recommends corrective actions regarding major acquisitions having impact on programs.</li></ul>	

## Emergency Management Program Assessment

COMPETENCY	DEFINITION	
6. Emergency Management Program Assessment	Demonstrates knowledge of the principles, methods, and tools for the coordinated assessment of EM programs. Conducts systematic assessments of EM programs against prescribed standards such as the Marine Corps Mission Assurance Assessment Program (e.g. All-Hazards Threat Assessment and All-Hazards Threat Capability Assessment), HHQ and combatant commander requirements, and applicable Functional Area Checklist Management and Processing System (FACMAPS). Develops corrective actions and recommendations based on assessment results.	
MINIMUM PROFICIENCY TARGET LEVELS		
Job Skill Level 1: Entry	Job Skill Level 2: Expert	Job Skill Level 3: Advanced
3 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)
BEHAVIORAL INDICATORS		
Entry	<ul style="list-style-type: none"><li>Communicates program standards and benchmark requirements.</li><li>Participates in creating basic EM program assessment task lists, schedules, milestones, and deliverables.</li><li>Supports internal/external program reviews where EM equities exist.</li></ul>	
Expert	<ul style="list-style-type: none"><li>Assess EM program plans including scope, tasks, objectives, milestones, accountability, cost, and success/failure factors in conjunction with EM working groups.</li><li>Coordinates and conducts EM program reviews, develops Courses of Action (COA) Plans to improve program effectiveness.</li></ul>	
Advanced	<ul style="list-style-type: none"><li>Uses assessment results to efficiently and effectively manage resources, schedules, and technical requirements across EM programs.</li><li>Develops and communicates EM program monitoring and execution standards for the Marine Corps EM program.</li><li>Executes corrective Courses of Action (COA) and Corrective Action Plans with senior leadership and stakeholder organizations.</li></ul>	

## Emergency Response

COMPETENCY	DEFINITION	
7. Emergency Response	Evaluates incidents, determines/executes the appropriate courses of action to mitigate the impact of an incident on human life and property, and protects/preserves the scene. Notifies or solicits appropriate additional support and resources as needed.	
MINIMUM PROFICIENCY TARGET LEVELS		
Job Skill Level 1: Entry	Job Skill Level 2: Expert	Job Skill Level 3: Advanced
3 (Minimum) 4 (Maximum)	4 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)
BEHAVIORAL INDICATORS		
Entry	<ul style="list-style-type: none"><li>Coordinates additional assistance as needed</li><li>Liaises with internal and external organizations as required (e.g., installation, federal, state, and local)</li><li>Executes emergency management activities associated with public health crises</li><li>Develops standard operating procedures (SOPs) which establish incident command consistent with NIMS and ICS.</li></ul>	
Expert	<ul style="list-style-type: none"><li>Requests internal and external organizations support as required (e.g., installation, federal, state, and local)</li><li>Conducts recovery planning and execution; participate in Recovery Working Groups.</li><li>Collaborates with healthcare providers in developing guidance and providing recommendations on preparing for, declaring, responding to, and recovering from public health emergencies.</li></ul>	
Advanced	<ul style="list-style-type: none"><li>Reviews and implements MOU/MOA with supporting organizations and/or local government agencies</li><li>Develops policies/procedures with respect to emergency response and disseminates changes</li><li>Provides support in the integration of public health and medical preparedness.</li><li>Conducts recovery planning for restoration of functions, services, resources, facilities, programs and infrastructure.</li></ul>	

## Coalition Building

COMPETENCY	DEFINITION	
8. Coalition Building	Develops and maintains relations with key individuals and groups within the DOD and across multiple jurisdictions and agencies. Coordinates with stakeholders to build rapport, and creates partnerships that facilitate tasks and EM program objectives.	
MINIMUM PROFICIENCY TARGET LEVELS		
Job Skill Level 1: Entry	Job Skill Level 2: Expert	Job Skill Level 3: Advanced
3 (Minimum) 4 (Maximum)	4 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)
BEHAVIORAL INDICATORS		
Entry	<ul style="list-style-type: none"><li>Builds and maintains positive relationships with colleagues and with stakeholder organizations.</li><li>Develops knowledge of existing working relationships within the DOD and across multiple jurisdictions and agencies to perform EM activities and support mission needs.</li><li>Assists in building new relationships (e.g. networking) with others whose assistance, cooperation, and support may be needed.</li><li>Establishes MAA/MOA/MOU with local, state, federal, and/or host nation civil authorities.</li></ul>	
Expert	<ul style="list-style-type: none"><li>Builds partnerships with colleagues and stakeholder organizations by proactively anticipating needs and resolving both existing and potential issues.</li><li>Oversees relationship management with colleagues and stakeholder organizations, which includes providing lessons learned and appropriate feedback.</li><li>Leverages existing working relationships within the DOD and across multiple jurisdictions, disciplines, and agencies to perform EM activities and support mission needs.</li><li>Identifies common ground with others whose assistance, cooperation, and support may be needed; identifies opportunities to work across boundaries while considering the impact of actions.</li></ul>	
Advanced	<ul style="list-style-type: none"><li>Defines the strategic approach to understand the needs of various EM stakeholder groups and works with leadership to develop solutions.</li><li>Establishes and promotes EM stakeholder engagement plans to ensure consistency in messaging and execution across EM activities.</li><li>Uses knowledge of EM functional areas to identify points of integration, and develops relationships to support points of integration.</li></ul>	

## Communications Operations

COMPETENCY	DEFINITION	
9. Communications Operations	Develops and maintains timely communication of pertinent information such as conveying impacts and analysis of natural and man-made all hazards incidents. Provide opportunities for shareholders to provide information on community impacts, lessons learned, and other relevant information.	
MINIMUM PROFICIENCY TARGET LEVELS		
Job Skill Level 1: Entry	Job Skill Level 2: Expert	Job Skill Level 3: Advanced
3 (Minimum) 4 (Maximum)	4 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)
BEHAVIORAL INDICATORS		
Entry	<ul style="list-style-type: none"><li>Develops, maintains and executes emergency communications plans.</li><li>Executes Emergency Operations Center communication plans.</li></ul>	
Expert	<ul style="list-style-type: none"><li>Develops policy and procedures to provide warning coordination and emergency public information (EPI) before, during, and after incidents.</li><li>Conducts outreach activities that address preparedness, hazards and threat awareness.</li></ul>	
Advanced	<ul style="list-style-type: none"><li>Develops, tests, exercises and evaluates warning coordination processes to provide effective EPI.</li><li>Conducts and evaluates outreach activities that address preparedness, hazards and threat awareness.</li></ul>	

## Continuity of Operations (COOP)

COMPETENCY	DEFINITION	
10. Continuity of Operations	Develops and maintains a comprehensive and effective COOP program that ensures command Mission Essential Functions (MEFs) continue with little or no interruption during and after an emergency or crisis	
MINIMUM PROFICIENCY TARGET LEVELS		
Job Skill Level 1: Entry	Job Skill Level 2: Expert	Job Skill Level 3: Advanced
3 (Minimum) 4 (Maximum)	4 (Minimum) 5 (Maximum)	4 (Minimum) 5 (Maximum)
BEHAVIORAL INDICATORS		
Entry	<ul style="list-style-type: none"><li>Identify and prioritize organizational MEFs which align with and support the MEFs of the chain of command.</li><li>Designate alternate operating facilities and establish capabilities at alternate facilities to execute MEFs during a COOP event.</li><li>Ensure COOP plans are responsive and executable with or without warning.</li></ul>	
Expert	<ul style="list-style-type: none"><li>Establish pre-planned and emergency procedures for delegation of authority, orders of succession, and devolution of authority for essential command and control functions and key positions.</li><li>Address COOP actions through Readiness &amp; Preparedness; Activation &amp; Relocation; Continuity Operations and Reconstitution.</li></ul>	
Advanced	<ul style="list-style-type: none"><li>Develop &amp; implement a COOP testing, training and exercise program.</li><li>Review effectiveness of COOP plans; update policy changes as needed IAW SECNAV 3030.4E, DODI O-2000.16, Vol. I, MCO 3030.1 and MCO 3501.36A.</li></ul>	

## Appendix B. Acronyms Defined

---

Acronym	Definition
AHTA	All Hazards Threat Assessment
AHTCA	All Hazards Threat Capability Assessment
BI	Behavioral Indicators
CDP	Center for Domestic Preparedness (Anniston, Alabama)
COA	Course(s) of Action
COI	Community of Interest
DOD	Department of Defense
EMI	Emergency Management Institute (Emmitsburg, Maryland)
EOC	Emergency Operations Center
FACMAPS	Functional Area Checklist Management and Processing System
GS	General Schedule
HHQ	Higher Headquarters
ICS	Incident Command System
JKO	Joint Knowledge Online (Department of Defense)
MAA	Mutual Aid Agreement
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
OPM	Office of Personnel & Management
OPT	Operational Planning Team
S&ES	Security and Emergency Services
USMC	United States Marine Corps