

THE IMPACT OF THE MILITARY EMERGENCY MANAGEMENT SPECIALIST (MEMS) ACADEMY ON STATE DEFENSE FORCES

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CONCEPTS

Our world is changing every day. As a result of this change State Defense Forces are experiencing a period of *dynamic* change. As of this writing, (October 2006) several National events with significant impact are occurring.

The war on Terrorism is in full swing, Pandemic Flu is an emerging threat, wild fires are burning in many locations in the western United States, and the Gulf States are still trying to recover from the effects of hurricanes Katrina and Rita before the next hurricane season starts.

This does not take into account state-specific issues like security for major sporting events, Army and Air Guard units mobilized to support Federal missions overseas, and Homeland Security duty on US borders.

Strained resources are becoming more the norm than the exception.

How can State Defense Forces (SDF's) support these various missions as a viable force multiplier? In response to these challenges, the State Guard Association of the United States (SGAUS) developed a specialized Emergency Management qualification program for State Defense Forces and other authorized individuals titled "Military Emergency Management Specialist (MEMS) Academy (<http://www.sgaus.org/MEMS.htm>). This program specifically prepares SDF personnel to effectively operate and function in a local or state wide military emergency management mobilization.

Individuals with MEMS qualification gain the knowledge, skills and abilities to effectively manage a comprehensive emergency management plan and achieve operational understanding of basic tenets in emergency management, including mitigation, preparedness, emergency response, and recovery. As Barrett Tillman observed, "You won't rise to the occasion - you'll default to your level of training." (*The Sixth Battle*, Bantam Books, March 1992).

TRAINING STANDARDS

MEMS Basic Level

Requirements include completing the Basic MEMS Academy Curriculum from The Federal Emergency Management Agency's (FEMA's) Emergency Management Institute (EMI) Independent Study Program (ISP). Students can also select practical assignments with a federal, state, or local Emergency Operations Center (EOC) and applicable written assignments.

Report Documentation Page

Form Approved
OMB No. 0704-0188

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE 2006		2. REPORT TYPE		3. DATES COVERED 00-00-2006 to 00-00-2006	
4. TITLE AND SUBTITLE The Impact of the Military Emergency Management Specialist (Mems) Academy on State Defense Forces				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) State Defense Force Publication Center,19819 Maycrest Way,Germantown,MD,20876-6339				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES See also ADA494463. Pub in: State Defense Force Journal, Vol. 2, Issue 2, Fall 2006. © 2008 State Defense Forces Publications Center. Creative Commons Attribution License.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 5	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

MEMS Senior Level

Requirements include completion of the EMI ISP Professional Development Series and specific emergency response to terrorism courses. Additional core requirements include completing an emergency management project or practical assignments with a federal, state, or local EOC. Students must also complete comprehensive written projects.

MEMS Master Level

Requirements include completing a minimum of one hundred hours of resident advanced emergency management training, such as "Community Emergency Response Team (CERT)" qualification. Students must also complete a resident MEMS Academy training exercise or teach emergency management courses. Other requirements include completing an advanced Emergency Management project or extensive practical assignments with a federal, state or local Emergency Operations Center (EOC).

Training in the National Incident Management System (NIMS) and the Incident Command System (ICS) is pre-requisite for any of the MEMS certifications; these courses are available on line and free of charge at <http://www.training.fema.gov/EMIWeb/IS/crslist.asp>.

SDF Personnel should consider taking the FEMA Courses IS100, IS700, IS200 and IS800. Additionally there are a number of infrastructure specific courses free of charge at this same web site.

NEXT STEPS

Different States have different disasters. So how do we determine the training standards for all these varied assignments? There are two methods: *Job Task Analysis* and the *Mission Essential Task Lists (METL)* (pronounced metal) *Approach*.

Job Task Analysis

Job Task Analysis is the process of identifying and determining in detail the particular job duties and requirements and the relative importance of these duties for a given job. The purpose of a Job Analysis is to establish and document employment procedures such as training and selection. This usually will guide you towards developing your training program and allows you to consider the content of your training.

Determining Training Needs

Job Analysis can be used in training/"needs assessment" to identify or develop:

- Training content.
- Specific curriculums.
- Assessment tests to measure effectiveness of training.
- Equipment to be used in delivering the training.
- Methods of training (i.e., small group, computer-based, video, classroom...).

(METL Approach) Mission Essential Task Lists (METL Approach)

The United States Military provides an excellent model for this method. The METL approach is a tool used by war fighters to link training to mission. **What is METL?** Army Field Manuals [FM 25-100, Training the Force](#), and [FM 25-101, Battle Focused Training](#), are Army's doctrinal sources for METL. The METL 'tool' enables the war fighting commander to focus training on tasks essential to accomplishing the organization's wartime mission. Specifically, the extended METL process enables commanders to identify those tasks most critical to wartime mission accomplishment, to assess the training level of soldiers against those tasks, and then to develop a training plan that focuses limited resources (time, people, and money) against those tasks. John Wooden, in quoting Benjamin Franklin, noted, "Failing to prepare is preparing for failure," (Benjamin Franklin's speech to The New American Congress, 1706).

SO WHERE DO WE GO FROM HERE?

In the past several years the Federal Government has produced several documents which are integral to continuity of operations planning (COOP) and provide a template for action. These documents are the National Infrastructure Protection Plan (NIPP) and the National Response Plan (NRP).

National Infrastructure Protection Plan (NIPP)

The NIPP http://www.dhs.gov/interweb/assetlibrary/NIPP_Plan.pdf provides a coordinated approach to critical infrastructure and key resource protection roles and responsibilities for federal, state, local, tribal, and private sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources which will help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster. The plan is based on the following:

- Strong public-private partnerships which will foster relationships and facilitate coordination within and across critical infrastructure and key resource sectors.
- Robust multi-directional information sharing which will enhance the ability to assess risks, make prudent security investments, and take protective action.
- Risk management framework establishing processes for combining consequence, vulnerability, and threat information to produce a comprehensive, systematic, and rational assessment of national or sector risk.

Some of the principle imperatives of the plan include:

- Implement measures to reduce risk and mitigate deficiencies and vulnerabilities corresponding to the physical, cyber, and human security elements of CI/KR protection;
- Maintain the tools, capabilities, and protocols necessary to provide an appropriate level of monitoring of networks, systems, or a facility and its immediate surroundings to detect possible insider and external threats;

- Develop and implement personnel screening programs to the extent feasible for personnel working in sensitive positions; and
- Additionally the NIPP does not solely consider terrorist activities but includes an “All Hazards Approach” to resiliency. All hazards means that the Federal government weights a response to a natural or man made disaster equally to a terrorist or criminal event.

National Response Plan (NRP)

The NRP, http://www.dhs.gov/interweb/assetlibrary/NRP_FullText.pdf, last updated May 25, 2006, establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan incorporates best practices and procedures from incident management disciplines — homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services, *and the private sector*—and integrates them into a unified structure. It forms the basis of how the federal government coordinates with state, local, and tribal governments and the private sector during incidents. It establishes protocols to help:

- Save lives and protect the health and safety of the public, responders, and recovery workers;
- Ensure security of the homeland;
- Prevent an imminent incident, including acts of terrorism, from occurring;
- Protect and restore critical infrastructure and key resources;
- Conduct law enforcement investigations to resolve the incident, apprehend the perpetrators, and collect and preserve evidence for prosecution and/or attribution;
- Protect property and mitigate damages and impacts to individuals, communities, and the environment; and
- Facilitate recovery of individuals, families, businesses, governments, and the environment.

OTHER OPPORTUNITIES

Department of Homeland Security (DHS) Course, UNLV Frontline Responder Training Course
Terrorism Awareness: Protecting Soft Targets
http://education.unlv.edu/Educational_Leadership/Ed_Leadership_web/cwd/frontline/course_info.html.
In this course you can gain knowledge in eight separate modules that can be delivered separately or as a package over two days. The course is realistic, written by subject matter experts in your industries. This course uses a blended learning methodology, combining instructor-led training, role-playing, scenario enactments, group discussions, and demonstrations.

The modules include:

- **Terrorism Awareness** - The definition of terrorism, categories and types of terrorism, targets, types of threats, and the DHS threat advisory system.
- **Homeland Security Role** - The DHS mission statement and strategies developed for domestic and national preparedness.
- **Weapons of Mass Destruction** - . The properties, effects, and methods for delivery/dispersal of potential CBRNE agents. Personal protection principles for radiological and explosive incidents.
- **Improvised Explosive Devices (IEDs)** - The basic design of IEDs including vehicle-borne IED's, and suicide bombers.
- **Terrorist Planning Cycle and Suspicious Person Indicators** - The terrorist operational planning cycle and suspicious person indicators.
- **Suspicious Items Indicators and Types of Threats** - Common types of threats (bomb threat, found package, etc.) and practical ways to handle these threats.
- **Incident Scene Management** - The strategic goals of incident management, as well as an overview of the unified Incident Command System.
- **Soft Target Assets and Vulnerabilities** - An awareness of the physical structure, building grounds, occupant routines, and physical security systems in soft target properties.

This particular course is invaluable to those who are charged with the protection of soft targets and critical infrastructure.

Finally, as another resource, many States have Emergency Management Agencies and Colleges that sponsor Homeland Security Centers of Excellence. These organizations generally host a number of DHS funded training courses that are specific for our industry. The only expense is the time to get trained.

In closing, the status quo is no longer acceptable and no one knows when a disaster, either man made or natural, will occur. State Defense Forces can become a ready source of highly trained volunteers to support response operations. By preparing in advance, we lend credibility and purpose to our organizations. Participation in the MEMS Academy identifies you as being representatives for excellence and facilitators of change.