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TENNESSEE CERTIFIED EMERGENCY MANAGER PROGRAM

Application Process for
Associate Emergency Manager Certification
(TN – AEM)

Tennessee Associate Emergency Manager Certification (TN-AEM) Applicant Information

Applicant Name:			
Title:			
Agency/Company:			
Work Address:			
City:	State:	Zip Code:	
Work Phone:	Email:		

Check if you prefer EMAT to use your home address for future contacts.

(If yes, please provide information below)

Home Address:			
City:	State:	Zip Code:	
Phone:	Email:		

Applicant's Sworn Statement	
<p>I understand that certification is subject to EMAT Certification Review Committee approval, and if granted is current for a five year period. I understand that any false statements or misrepresentation I make in the course of these proceedings may result in the revocation of this application. I do hereby voluntarily and knowingly consent and grant permission to EMAT Review Certification Commission to conduct verification of the accuracy and authenticity of any information or documentation I submit in connection with or in support of this application packet.</p>	
<p>I certify that I have followed all directions outlined in the application and submit my packet in the proper order and format. I understand that my packet may be returned without review if instructions are not followed.</p>	
<p>I concur with and pledge to abide by the Code of Ethics and Professional Conduct published by EMAT. I understand violation is grounds for Associate Emergency Manager (TN-AEM) revocation.</p>	
Applicant Signature:	Date:

Applicants- please print a copy of this page once the application has been completed, provide a copy of this signed statement with your pdf submission.

All application submissions must be received in the appropriate format and order. If not, your application will be returned by the Emergency Management Association of Tennessee (EMAT) Certification Review Commission.

Applicant Checklist

- Applicant must be an EMAT member in good standing
- Applicant must complete and sign the Signature Page and Sworn Statement
- Applicant must complete all required sections
 - **Section A – Work History**
Two years of experience in emergency management or equivalent emergency services field. A minimum of one year's experience should be in Tennessee.
 - **Section B (1 or 2) – Work Experience**
Two years of experience should include documented experience in all five phases of emergency management, and significant role in a full scale exercises or a declared disaster response.
 - **Section C – Candidate References**
Three references; one of which must be the applicant's current supervisor. Additional reference sources that qualify are: past supervisors (within five years); local, state, or federal government officials; emergency service organization officials; local, regional, or national emergency management association officials.
 - **Section D – Education**
High school diploma or general education certificate (GED). Higher education degrees can be submitted as proof of a high school diploma or GED.
 - **Section E – Training**
Required training: 100 hours of Emergency Management and 40 hours of General Management Training; and required FEMA training courses. Individual Training Submission Forms must be completed for each training entry.
 - **Section F – Professional Contributions**
At least four separate contributions are required; two are required to have been completed in Tennessee. All submissions must be within 5 years from date of application.
 - **Section G – Emergency Management Essay**
Submission of an emergency management essay to demonstrate knowledge, skills, and abilities addressing the fundamental principles (five phases) of emergency management.
- Electronic Submission: All documents must follow the order of the application sections and be in submitted as one Adobe PDF file.
- Application fee must be paid prior to application submission or electronically at the time of submission
- Application fee: \$ 55.00
 - Mail check or Money order payable to: EMAT Credentials Committee
 - Credit/Debit Card Payments: www.emat.org/emcertifications

All applications must be submitted as one Adobe PDF file.

Submit via email to: EMAT.information@gmail.com

Re-certification Notice: Designation will be for five (5) years and can be renewed any time during the fifth (5th) year. For example, a person that certified in July of 2020 must re-certify by December 31, 2025.
Re-certification requirements: Additional forty (40) hours of EM and ten (10) hours of GM training (*actual classroom hours or CEUs; 3 hours of college-level credit in an EM field may be substituted*).

Code of Ethics

The EMAT Certification Review Committee enforces the Code of Ethics that must be embraced and upheld by all individuals who are awarded the EMAT Tennessee Associate Emergency Manager (TN-AEM) designation. The promise to uphold the Code signifies the assumption that the Emergency Management professional will act prudently and responsibly beyond the requirements of law and codes.

Applicant's Initials: _____

Enforcement of the Code

The EMAT Certification Review Committee enforces the Code by receiving and investigating all complaints of violations and by taking the necessary disciplinary action, as appropriate, including but not limited to the revocation of an individual's TN-AEM designation.

Applicant's Initials: _____

Each Applicant promises to:

- Foster excellence in emergency management by keeping abreast of pertinent issues;
- Enhance individual performance by attention to continuing education and technology;
- Practice integrity and honesty in matters dealing with the public, one's peers and employer;
- Avoid conflicts of interest resulting in personal gain or advantage;
- Conserve and protect resources through effective use of funds, accurate assessment of potential hazards, and timely decision making; and
- Promote public awareness toward an understanding of emergency preparedness and public protection.

Applicant's Initials: _____

A. Work History

To satisfy this requirement:

To satisfy this requirement: Applicant must demonstrate two years of full-time experience in emergency management or an equivalent emergency response or emergency services field.

- Applicant must submit a copy of his/her CURRENT position description. If a current position description does not exist, or if a copy needed from a previous job is unavailable, the applicant should attach a signed letter/statement from the current (or past) supervisor that states (1) a position description does not exist, has been changed, or is unavailable, and (2) outlines the following:
 - The emergency management function performed by the applicant.
 - The dates of this service; and
 - The approximate amount of time spent in emergency management duties.

Time spent on volunteer/internship duties may also be counted, but applicants MUST provide documentation of the total time devoted to emergency management duties. (Example: letter specifying hours per month, number of months performing emergency management duties and signed by the organization/agency official or volunteer coordinator.)

Period covered	Organization/Agency/Company	Job Title	Position Description Attached (Y / N)	Supervisor Statement Attached (Y / N)

B (1). Work Experience – Full Scale Exercise

To satisfy this requirement: Applicant must document and validate significant participation in a full scale exercise.

- Applicant must provide documentation to validate participation, role and responsibilities.
- Acceptable documentation includes:
 - Incident Action Plan (IAP) or After-Action Report (AAR) or other official exercise documentation stating your position, role and responsibilities within the exercise. Your specific role and responsibilities MUST be clear.
 - A statement from the Exercise Supervisor or Lead Planner documenting your role and responsibilities during the exercise, if an IAP or AAR are not available or does not provide sufficient details regarding your specific roles and responsibilities.

Date of Exercise: _____

Name of Exercise: _____

Describe the exercise – Be specific and include objective and purpose.

Describe your role – Be specific about your role and responsibilities in the exercise.

Describe what you learned through your participation in this exercise.

B (2). Work Experience – Declared Disaster or Significant Emergency Incident

To satisfy this requirement: Applicant must document and validate significant participation in a declared disaster response.

- Applicant must provide documentation to validate participation, role and responsibilities.
- Provide documentation on the declared disaster (e.g., date of declaration issues and number)
- Acceptable documentation includes:
 - Incident Action Plan (IAP) or After-Action Report (AAR) stating your position/role and responsibilities related to the emergency response. Your specific role and responsibilities MUST be clear.
 - A statement from the Agency Lead Official specifying your role and responsibilities related to the emergency response, if an IAP or AAR are not available or does not provide sufficient details regarding your specific role and responsibilities.
 - FEMA or TEMA certificate of appreciation for contribution in a disaster signed by the FEMA Federal Coordinating Officer and/or TEMA Director.

Date of Incident: _____

Emergency Declaration Number: _____

Describe the incident – Be specific including type, area affected, loss of property or lives, and other significant factors.

Describe your role and responsibilities – Be specific about your role and responsibilities in the emergency activities, including response and recovery, during the emergency.

Describe your recommendations for future mitigation activities that should be undertaken, as they relate to preparedness, response, and recovery as a result of lessons learned from this emergency.

C. Applicant References

To satisfy this requirement: Applicant must submit three (3) professional references with contact information. NOTE: Applicants are encouraged to inform references that they have been listed. EMAT Certification Review Commission may, at their discretion, call references to verify information.

Required- Current Supervisor or if independent organization/consultant, current Executive Emergency Manager may serve as a reference in lieu of applicant’s supervisor to include private sector and/or volunteer emergency management commanders or senior managers.

Other references may include:

- Past supervisor (must be within past 5 years)
- Local, state, or federal government official
- Emergency service organization officials
- Local, regional, or national emergency management association official

(Applicant’s subordinates, former students, friends, relatives or neighbors are NOT suitable references.)

Reference 1		
Reference Name:		
Title:	Organization:	
Address:		
City:	State:	Zip:
Phone:	Email:	
Reference 2		
Reference Name:		
Title:	Organization:	
Address:		
City:	State:	Zip:
Phone:	Email:	
Reference 3		
Reference Name:		
Title:	Organization:	
Address:		
City:	State:	Zip:
Phone:	Email:	

D. Education

Each applicant must have obtained a high school diploma or general education certificate (GED). Higher education degrees can be submitted as proof of a high school diploma or GED.

Applicant must attach a copy of diploma or GED certificate or an official transcript with the applicant's name on the document.

Dates	Institution	Degree Earned	City/State

E. Training

To satisfy this requirement: Applicant must demonstrate successful completion of 100 hours of credible Emergency Management training and 40 hours of General Management training with a maximum of 25% creditable in each subject area.

For FEMA Independent Study courses a max of 10 hours for emergency management training and, a max of 4 creditable hours for general management training is allowed under these two topics. **All submissions must be within 5 years from date of application.** *Applicants must present a diversified training mix.*

Required FEMA Independent Study Courses:

- IS-100 Introduction to Incident Command System
- IS-200 ICS for Single Sources and Initial Action Incidents
- IS-700 National Incident Management System (NIMS), an Introduction
- IS-800 National Response Framework (NRF), an Introduction
- IS-230 Fundamentals of Emergency Management

Recommended FEMA Independent Study and Classroom Courses:

- IS-300 Intermediate Incident Command for Expanding Incidents (Classroom)
- Homeland Security Exercise and Evaluation Program (HSEEP) (Classroom)
- IS-701 NIMS Multiagency Coordination System
- IS-703 NIMS Resource Management
- IS-706 NIMS An Introduction to Intrastate Mutual Aid
- IS-2200 EOC Management and Operations
- IS-139 Exercise Design
- IS-29.a Public Information Officer Awareness
- IS-240 Leadership and Influence
- IS-241 Decision Making and Problem Solving
- IS-242 Effective Communications
- IS-244 Developing and Managing Volunteers
- ICS-400 Advanced Incident Command System (Classroom)

Additional acceptable training courses can be found in the training allocation table at:

<https://www.iaem.org/Certification/Resource-Center/training-allocation-tables>

Applicant **MUST** submit an individual training form for each training submission based on the type of training (General Management / Emergency Management). Training certificates without a completed form will not be counted towards application training requirements.

If a training course is listed in the current IAEM training submission spreadsheet for the IAEM-CEM and IAEM-AEM certification programs, then the course qualifies as training.

The IAEM list provides courses that qualify under the General and Management headings. If the class is listed in the spreadsheet, just list the training and approved hours on the training cover sheet and provide a copy of either the training certificate or a transcript with the classes highlighted.

Training Submission Summary – General Management Training

To satisfy this requirement: Applicant must document 40 hours of training, not more than 25% creditable in each subject area. Examples of emergency management training that qualify: EMI courses, state, municipal or other jurisdiction training, appropriate college courses, military training. This list is NOT inclusive; other training may meet the general management requirement with proper training hour documentation. Note: One semester hour of college credit equals 15 hours; one continuing education unit (CEU) equals 10 hours. *Exercises, drills, conferences, workshops and ESC training, are not acceptable forms of training under this section.*

Applicant MUST complete Training Submission Form for each item listed on this sheet.

GM Training	Title of Training Course	FEMA IS Course (Y / N)	Total Hours
GM			
GM			
GM			
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GM			

Please submit Training Submission Forms in the order they are reported on this summary form, with documentation behind each submission. If additional room is needed, you may submit a supplemental form.

Training Submission Form

Please check one: Emergency Management General Management Required FEMA course

Training title and number: _____

Training Source: _____

Training Date(s): _____ Length/Hours: _____

Course description (copy of course syllabus or curriculum is acceptable).

Remember: Documentation must show the number of classroom hours, CEUs, or college credits for a college course. One full day of training receives 6-hours credit per day, unless otherwise documented.

Applicant should duplicate this form as often as necessary to fulfill the required hours. Supporting documentation should be available should the EMAT Certification Review Commission request additional information.

F. Professional Contributions

The concept of professionalism is ultimately defined as one’s contributions to the profession. Applicants may list any activity, giving special consideration to the most current. Specific verification documenting activity is required such as a letter, certificate, or other proof of activity; contact information may be solicited and may be checked at the discretion of the EMAT Certification Review Commission.

To satisfy this requirement: Applicant must submit at least four (4) separate contributions; at least two (2) is required to be completed in Tennessee. All submissions must contribute to and support the field of emergency management and have occurred during the 5 years preceding application submission.

Professional Contributions Submission Summary

Contribution	Submitted (Y / N)	Completed in TN? (Y / N)
A. Membership		
B. Professional Conference		
C. Service Role		
D. Leadership Role		
E. Special Assignment		
F. Speaking		
G. Teaching		
H. Exercise		
I. Publications		
J. Audio-Visual & Interactive Products		
K. Awards & Special Recognition		
L. Course Developer		
M. Legislative Contact		
N. Other		

Professional Contributions

A. Membership – Member for 2 years in an emergency management related organization. The basis of qualification for this contribution is the organization’s mission, which should be concerned about one or more phases of emergency management and consistent with the protection of life and property. If the mission of the organization is not apparent by its title, it should be provided in a verifiable format (such as the organization’s website). The scope of the organization should be state/provincial, national or international. Examples include professional organizations such as State Emergency Management Associations, NEMA, IAEM, etc.

To satisfy this requirement, applicant may list one single membership organization for two years or any combination of organizations. Documentation must be in the form of a membership certificate, membership card or signed letter from agency or organizational leadership and must include dates of membership.

Membership
Organization:
Membership Years:
Organizational official for membership verification (name/email/phone):

Membership
Organization:
Membership Years:
Verification Contact name/email/phone:

Membership
Organization:
Membership Years:
Verification Contact name/email/phone:

Professional Contributions

B. Professional Conference – Participation in an emergency management related workshop or conference for at least a cumulative total of 40 contact hours within the last 5 years. Acceptable conferences may be hosted by national, state, regional or local agencies, schools, business or industry, volunteer organizations, or other entities with an emergency management role. Training (how to) workshops do not fulfill this requirement.

To satisfy this requirement, applicant must document attendance with copies of certificates of attendance. A conference agenda alone is not adequate documentation. Unless otherwise noted on certificate of attendance, applicant will receive six contact hours per conference day. *Copies of conference agendas, flyers or email confirmation of registration are not acceptable forms of documentation of participation.*

Name of Conference/Workshop:
Sponsoring Organization:
Verification Contact name/email/phone:
Dates:
Location:

Describe something you learned from this Conference/Workshop:

Professional Contributions

C. Service Role – Applicant must serve on a board of directors, a board, a committee, task force, or special project for a professional or jurisdictional organization contributing to or supporting emergency management. This service role cannot be one of the core duties of their employment or within their immediate job scope. *For example, being a member of the Local Emergency Planning Committee (LEPC) is usually a requirement of EM employment but being on a multi-jurisdictional committee/task force where the individual is asked to serve because of his/her emergency management knowledge is acceptable.*

To satisfy this requirement, applicant must provide documentation substantiating their service role(s), such as a letter of appointment, meeting minutes showing the applicant’s attendance and role. Additionally applicant must complete the following:

Service Role:
Sponsoring Organization (be specific):
Timeframe/Length of Service:

Description of charge/assignment:
Description of your role/responsibility:
Description of this role’s contribution to the emergency management field:

Certification by supervisor or other appropriate person that this activity was not part of the applicant’s routine job requirements. _____ I certify this is not a part of the applicant’s job scope.

Name/Title: _____

Signature: _____

Date: _____

Professional Contributions

D. Leadership Role – Serve voluntarily as an officer or in a leadership position on a board of directors, board committee, task force, or special project for a professional, emergency management, or jurisdictional organization contributing to or supporting emergency management. Contributions must clearly demonstrate a commitment to the emergency management profession above and beyond that normally expected from an individual’s job responsibilities. Any assignment indicated in the applicant’s job description does not meet the criteria for a leadership role contribution.

To satisfy this requirement, applicant must provide documentation on their leadership role and responsibility, substantiating the appointment to this role, with a letter of appointment or letter from the appointing authority, committee or task force chair.

Additionally applicant must complete the following:

Leadership Role:
Sponsoring Organization (be specific):
Timeframe/Length of Service:
Verification Contact name/email/phone:

Description of charge/assignment:
Description of your role/responsibility:
Description of your role’s contribution to the emergency management field:

Certification by supervisor or other appropriate person that this activity was not part of the applicant’s routine job requirements. _____ I certify this is not a part of the applicant’s job scope.

Name/Title: _____

Signature: _____

Date: _____

Professional Contributions

E. Special Assignment – Substantial involvement in a special assignment for a jurisdictional or government committee or task force addressing a substantive emergency management issue. The resulting product or decision must make a significant contribution to or impact the emergency management profession. *A special assignment is not something that is a core part of your job responsibilities. Providing consultation as an SME does not meet the intent of this contribution.*

To satisfy this requirement, applicant must describe the special assignment on a jurisdictional or governmental committee or task force addressing a specific emergency management issue. Applicant must demonstrate that the resulting product or decision makes a significant contribution or impact to the emergency management field. Verification of special assignment must be attached, such as a letter from the appointing authority, committee or task force chair. Assignment, role and responsibility **MUST** be clear.

Additionally applicant must complete the following:

Special Assignment title:
Sponsoring Organization (be specific):
Timeframe/Length of Service:

Description of charge/assignment:

--

Description of your role/responsibility:

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Description of contribution to the emergency management field:

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Professional Contributions

F. Speaking – Applicant must develop and present on an emergency management related topic for a minimum of an hour or participate in a panel discussion for a minimum of 20 minutes during the last 5 years. The audience may be community or a professional group. Applicant **MUST** be the presenter and not just the author of the presentation. Other speaking areas may include radio, television, educational, video, etc.)

To satisfy this requirement, applicant must attach verification of presentation such as a thank you letter from the sponsor or manager from the organization for which you spoke. *Copies of agendas, PowerPoint slides, or email from individuals who heard you speak do not qualify as verification.*

Additionally applicant must complete the following:

Title of Event:
Location and Date event:
Sponsoring Organization (be specific):
Length (event total / platform time):

Description and focus of event:

--

Description of your speaking role:

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Professional Contributions

G. Teaching – Complete a teaching or instructional commitment relating to emergency management that equals or exceeds three hours of actual platform instruction. The emphasis of this area is teaching the concepts of emergency management. Examples of teaching under this category include teaching a course on emergency management at a college or university, teaching professional development courses of three hours or more related to emergency management, or similar instructional commitment where the emphasis is on professional emergency management topics. Teaching that is intended to educate about the profession of emergency management, not teach technical skills. Teaching ICS or All Hazards Planning could be acceptable under this contribution with proper documentation. *Providing technical skills training (HAZMAT, Fire, Law Enforcement or EMS) to technical or professional people does not satisfy the intent of this requirement*

To satisfy this requirement, applicant must attach verification of teaching or instructional commitment (e.g., copy of training course terminal objectives, a letter from the official sponsoring the training session that includes the topic of training and hours of training provided). *Copies of agendas, PowerPoint slides, or email from individuals who attended the course of instruction do not qualify as verification.*

Additionally applicant must complete the following:

Location and Date of Activity:
Sponsoring Organization (be specific):
Verification Contact name/email/phone:

Description and focus of the event:

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Description of your teaching role/contribution:

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Professional Contributions

H. Exercise Design, Development & Conduct– Applicant must serve as a Lead Planner or Co-Lead Planner for either a functional or full scale exercise. Applicant must demonstrate a significant role in the exercise design, development and conduct phases of the exercise.

To satisfy this requirement, applicant must provide documentation substantiating their lead role in the exercise. Applicant must validate their role and responsibilities by providing the completed After-Action Report (AAR) along with a letter from the sponsoring agency or official verifying your role and responsibility in the exercise. Any exercises documented in Section B (1) may not be duplicated for use in this section.

Additionally applicant must complete the following:

Date of Exercise:
Location of Exercise:
Exercise Sponsoring Organization and Participating Organization/Agencies (be specific):
Type of Exercise (be specific):
Verification Contact name/email/phone:

Description of exercise (be specific):

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Description of your role/responsibilities:

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Description of lessons learned during the design, development and conduct phases:

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Professional Contributions

I. Publications – Publish a substantive peer reviewed article, research project, or other professional publication relating to the emergency management field. The article/publication must have an independent editorial/peer review and be published in a document beyond the applicant’s control. The applicant must validate primary and secondary authorship. A published byline is acceptable validation. Publication in online periodicals qualifies for this category (peer review publication about emergency management). A copy of the publication must be printed and inserted as a documentation along with any explanatory details about the publisher, circulation, audience, etc. *Announcements, flyers, training, conference materials and documents written as work projects do not meet the intent of this requirement.*

To satisfy this requirement, applicant must provide verification such as a copy of the article, the title page, and an abstract or other short copy, which briefly describes the article.

Additionally applicant must complete the following:

Title:
Publication Source:
Publication Date(s):
Check One: <input type="checkbox"/> Primary Authorship <input type="checkbox"/> Secondary Authorship

Professional Contributions

J. Audio-Visual & Interactive Products – Applicant must personally develop content for distributed emergency management video, computer software product, or another audio-visual tool. Applicant must validate roles and responsibility in the development of the product. Contributions must clearly demonstrate a commitment to the emergency management profession.

To satisfy this requirement, applicant must provide validate their role and responsibility in the development of the product. Provide a description of the end product and its contribution to emergency management field. *PowerPoint presentations, posters, or other advertising type materials and work product notes are not acceptable documentation under this requirement.*

Additionally applicant must complete the following:

Title:
Date of Production:
Sponsoring Organization (be specific):
Timeframe/Length of Service:

Description of product (insert URL if a web site):

--

Description of its significant contribution(s) to the emergency management field (include reference to product audience):

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Professional Contributions

M. Legislative Contact – Contact an elected official/representative at the national or state level regarding an emergency management issue.

To satisfy this requirement, applicant must submit a copy of their original correspondence and a copy of the reply or email from the elected official/representative. The reply correspondence must be directly from the intended recipient and have sufficient content to demonstrate an understanding and consideration of your original email focus. *A simply reply with little to no content does not meet the intent of this contribution's requirements.* The EMAT Certifications Review Commission cannot award credit without both pieces of documentation.

Professional Contributions

O. Other – Other emergency management related contributions may be recognized if they do not apply under one of the other established contributions. Examples include: volunteering for a disaster assignment outside of your jurisdiction; Epsilon Pi Phi membership is another example.* Contributions must provide details to clearly demonstrate a commitment to the emergency management profession.

To satisfy this requirement, applicant must provide document substantiating submission.

Additionally applicant must complete the following:

Description of activity or program specifically providing dates, name of association or program sponsor, program audience and any other pertinent description:

Description of your role, contribution, involvement:

Identify why this activity makes a contribution to the field of emergency management and is therefore applicable to this portion of the TN-AEM process:

*For each certification and/or recertification cycle, applicant must submit either Epsilon Pi Phi membership under OTHER or Epsilon Pi Phi Level Gold or Silver under AWARDS & SPECIAL RECOGNITION sections. Applicants may not use Epsilon Pi Phi to fulfill multiple professional contributions during the same certification or recertification cycle.

G. Emergency Management Essay

Essay Requirements: The essay portion of the certification process is qualitative and designed to assess the applicant’s knowledge, skills, and abilities with regard to the fundamental and principles of emergency management and written communication skills. Applicants should equate this section to an “interview” when you are asked to describe a problem, assess the situation and develop a solution in emergency management.

Applicant’s essay should be between 1,000 and 1,500 words. The essay must be prepared using Microsoft Word program, 12-point Times New Roman font, one-inch margins and double spaced. This format is approximately 300 words per page. This part of your application is intended to be an essay not a research paper. Applicants are encouraged to edit your work and use spell checker. Tip: Once your draft is complete set it aside for a while, and then review it one more time before submission. The EMAT Certification Review Commission will review and critique the essay based on the management concepts of planning, organizing, leading, controlling and communicating.

This is an individual contribution and should be developed and written solely by the applicant.

Essay should contain a minimum of the following:

A. Introduction

The essay requirement will assess the applicant’s knowledge, skills, and abilities through practical problem-solving analysis of an emergency management scenario.

Examples of areas to consider include:

- a. Knowledge of the five phases of emergency management;
- b. Knowledge of human behavior and its impact during a disaster;
- c. Knowledge of an organization and the environment in which it operates;
- d. Knowledge of codes, legislation, regulations, forms, and other documents which impact the emergency management function;
- e. Skill in leading people;
- f. Skill in building and maintaining internal and external alliances;
- g. Skill in communication;
- h. Ability to manage and organization strategically (long-range) and tactically (short-range);
- i. Ability to acquire and manage human, material, and financial resources;
- j. Ability to manage multiple priorities utilizing creative problem-solving techniques;
- k. Ability to make and convey decisions in a timely manner; and
- l. Ability to present materials and ideas in a logical, rational, clear, and concise manner.

B. Body

In completing the emergency management essay, ensure it includes, at a minimum, the following points:

- a. Identify the problem to be solved;
- b. Identify the objectives to be achieved;
- c. Describe the necessary actions required to achieve the objective and problem solution;
- d. Describe the intended outcome (behavioral, technical, equipment and/or supplies, financial, etc.) as a result of implementing the necessary actions;
- e. Describe the human resources used in the process; and
- f. Describe the material resources used in the process.

C. Conclusion

An essay ends with a brief conclusion which bring the essay to a logical end.

- a. Provide a brief recap of the scenario, problem and actions taken toward implementing a solution or a plan of action or response.
- b. Describe any outcomes to include after action items and lessons learned

****Special Instructions ****

At the end of your essay, you MUST type the following statement, and sign your submission:

*“I verify that I have independently completed the essay.”
Sign your name and date*

Essay Scenarios (Applicant must choose one):

Scenario Option 1:

Sweet County is a rural county in Tennessee with almost 100,000 people. You recently assumed the responsibilities of County Emergency Manager in charge of emergency preparedness and response. You just completed a self-inspection of the county's emergency management program and discovered the following:

- The emergency response/recovery plan is obsolete (7 years old) and contains numerous erroneous and conflicting statements. At a meeting with the County Manager, you explained your findings, yet the Manager expresses very little interest in the subject. "You are the emergency manager. I hired you to fix this. It is your responsibility", said the Manager.
- There is genuine lack of interest and involvement throughout the county. Implementing instructions and checklists are not current, equipment is missing and/or in need of repairs, and personnel are not familiar with their required actions during an emergency/contingency situation.
- The emergency operations center (EOC) is usually used as a conference or meeting room and has to be converted over for use during emergencies. Supplies and communications equipment has to be brought in from other offices.
- The person you replaced had the County convinced that the program was in excellent shape. After all, the county had not experienced a major emergency or disaster in the last seven years and the emergency management budget has been reduced.

How will you approach the challenge of implementing an efficient, well-organized comprehensive emergency management program? How will you ensure accountability and test for readiness of the emergency management program?

Scenario Option 2:

You are the Emergency Management Director of Salty County in Tennessee with a population of 106,727. The NWS Storm Prediction Center has issued a Severe Thunderstorm Watch at 1950hrs for portions of Tennessee, which includes your county. Heavy rains have been falling for over three hours adding to already saturated ground and swelled creeks and rivers. Scattered power outages are being reported. The storm system is moving to the northeast at 30 to 40 miles per hour, and tornadoes and straight line winds have been reported in areas further to the southwest.

At 2045hrs, the SPC determines that conditions are favorable for the formation of tornadoes and upgrades the Severe Thunderstorm Watch to a Tornado Watch. Due to high winds gusting up to 65 mph accompanied by heavy rains, local emergency services have been busy responding to downed trees and accidents.

At 2110hrs, the NWS issues a Tornado Warning after storm spotter reports seeing two large tornadoes approximately 15 miles southwest of the city. These tornadoes circle each other and display the potential for serious damage. Immediately following this information, reports begin to come in that the path of

these tornadoes may take it through a heavy populated residential area as well as two industrial parks known to have hazardous chemical storages. The tornadoes hit the city at 2135hrs.

As the County Emergency Management Director what actions will you have taken at each phase of this scenario and what actions would you have taken immediately? How will you address the response and recovery efforts following an emergency of this nature and magnitude?

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