

118TH CONGRESS
2D SESSION

H. R. 9037

To require the development of a workforce plan for the Federal Emergency
Management Agency.

IN THE HOUSE OF REPRESENTATIVES

JULY 15, 2024

Mr. CARTER of Louisiana (for himself, Mr. THOMPSON of Mississippi, and Mr.
EZELL) introduced the following bill; which was referred to the Com-
mittee on Transportation and Infrastructure

A BILL

To require the development of a workforce plan for the
Federal Emergency Management Agency.

1 *Be it enacted by the Senate and House of Representa-*
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the “Federal Emergency
5 Mobilization Accountability (FEMA) Workforce Planning
6 Act”.

7 **SEC. 2. FEMA WORKFORCE PLAN.**

8 (a) DEFINITIONS.—In this section:

9 (1) ADMINISTRATOR.—The term “Adminis-
10 trator” means the Administrator of the Agency.

1 (2) AGENCY.—The term “Agency” means the
2 Federal Emergency Management Agency.

3 (3) DEPARTMENT.—The term “Department”
4 means the Department of Homeland Security.

5 (4) SURGE CAPACITY FORCE.—The term
6 “Surge Capacity Force” means the Surge Capacity
7 Force described in section 624 of the Post-Katrina
8 Emergency Management Reform Act of 2006 (6
9 U.S.C. 711).

10 (b) PLAN DEVELOPMENT.—Not later than 1 year
11 after the date of enactment of this Act, and not less fre-
12 quently than once every 3 years thereafter, the Adminis-
13 trator shall develop and submit to the Committee on
14 Homeland Security and Governmental Affairs of the Sen-
15 ate and the Committee on Transportation and Infrastruc-
16 ture of the House of Representatives a human capital op-
17 erating plan to shape and improve the workforce of the
18 Agency.

19 (c) LEADING PRACTICES.—The Administrator shall
20 develop the plan required under subsection (b) in accord-
21 ance with best practices outlined by the Director of the
22 Office of Personnel Management, the Comptroller General
23 of the United States, and other sources relevant to the
24 Federal workforce.

1 (d) CONTENTS.—The plan developed under sub-
2 section (b) shall include—

3 (1) performance measures to monitor and
4 evaluate progress toward the human capital goals of
5 the Agency, including filling staffing gaps, closing
6 skills gaps in mission critical occupations, and imple-
7 menting workforce training and, if applicable,
8 progress toward meeting those goals since the date
9 of submission of the most recent plan under sub-
10 section (b), including—

11 (A) a process to monitor and evaluate
12 progress toward those goals;

13 (B) a discussion of why the Agency has or
14 has not met those goals, including a description
15 of specific barriers; and

16 (C) a discussion of the addition or deletion
17 of any specific performance measures;

18 (2) details of the types of employees of the
19 Agency, including by hiring authority and cadre;

20 (3) a comprehensive analysis of the projected
21 costs associated with implementing the plan;

22 (4) strategies and practices designed to increase
23 cost efficiency within the workforce operations of the
24 Agency, including reducing overhead costs, improv-

1 ing resource utilization, and avoiding unnecessary
2 expenditures;

3 (5) a detailed analysis of how the Agency deter-
4 mined the current overall staffing goals of the Agen-
5 cy;

6 (6) an analysis of the current workforce of the
7 Agency and possible gaps in the current staffing
8 structure of the Agency needed to fulfill the mission
9 of the Agency, including an assessment of—

10 (A) the critical and emerging skills that
11 will be needed in the workforce of the Agency
12 to support the mission and responsibilities of,
13 and effectively manage, the Agency during the
14 3-year period following the date of the submis-
15 sion of the plan, including target staffing num-
16 bers by cadre, region, and office;

17 (B) the skills of the workforce of the Agen-
18 cy, including numbers of employees by cadre,
19 region, and office on the date of submission of
20 the plan;

21 (C) projected trends in the workforce of
22 the Agency based on expected losses due to re-
23 tirement and other attrition, including any
24 known data for the causes of attrition; and

1 (D) the staffing levels of each category of
2 employee of the Agency, including shortages in
3 the workforce of the Agency and in the pro-
4 jected workforce of the Agency that should be
5 addressed to ensure that the Agency has contin-
6 ued access to the critical and emerging skills
7 described in subparagraph (A);

8 (7) a plan of action with specific recommenda-
9 tions for developing and reshaping the workforce of
10 the Agency to address the gaps in critical and
11 emerging skills described in paragraph (6)(A), in-
12 cluding—

13 (A) specific recruitment and retention
14 goals by cadre and mission critical occupations,
15 including the analysis that the Agency uses to
16 produce those numbers;

17 (B) specific strategies for developing,
18 training, deploying, motivating, and retaining
19 the workforce of the Agency and the ability of
20 the workforce of the Agency to fulfill the mis-
21 sion and responsibilities of the Agency, includ-
22 ing the program objectives of the Department
23 and the Agency to be achieved through such
24 strategies;

1 (C) specific strategies for recruiting and
2 retaining individuals needed to address work-
3 force gaps within specific cadres;

4 (D) specific strategies for the development,
5 training, and coordinated and rapid deployment
6 of the Surge Capacity Force; and

7 (E) any necessary legislative proposals to
8 improve recruitment and retention; and

9 (8) a discussion that—

10 (A) details the number of employees not
11 employed by the Agency serving in the Surge
12 Capacity Force and the qualifications or cre-
13 dentials and training of such individuals;

14 (B) includes information on annual data
15 relating to the deployment of the workforce of
16 the Agency following major disasters or emer-
17 gencies declared by the President under section
18 401 or 501, respectively, of the Robert T. Staf-
19 ford Disaster Relief and Emergency Assistance
20 Act (42 U.S.C. 5170, 5191) during the 3-year
21 period preceding the date of the submission of
22 the plan;

23 (C) details—

24 (i) average tenure and attrition data,
25 categorized by type of attrition, for—

1 (I) types of Agency employees by
2 hiring authority; and

3 (II) specific offices, regions, and
4 cadres of the Agency; and

5 (ii) any known reasons why some
6 types of Agency employees or specific of-
7 fices, regions, or cadres of the Agency may
8 have higher levels of attrition and strate-
9 gies to address those higher levels of attri-
10 tion;

11 (D) details—

12 (i) efforts of the Agency to help pre-
13 vent and respond to discrimination and
14 harassment; and

15 (ii) information on reported cases of
16 discrimination and harassment within the
17 Agency and the outcomes of those cases;
18 and

19 (E) describes, with respect to hiring infor-
20 mation of the Agency, the time between the
21 date on which the Agency validates a need to
22 hire a new employee for a position and—

23 (i) the acceptance of an offer of em-
24 ployment for the position by an applicant;
25 and

1 (ii) the start date of the employee at
2 the Agency for the position.

3 (e) REPORT.—Not later than 180 days after the date
4 of the submission of the plan required under subsection
5 (b), the Comptroller General of the United States shall
6 submit to the Committee on Homeland Security and Gov-
7 ernmental Affairs of the Senate and the Committee on
8 Transportation and Infrastructure of the House of Rep-
9 resentatives a report that—

10 (1) analyzes whether the plan meets the re-
11 quirements of this Act; and

12 (2) includes necessary recommendations to en-
13 sure subsequent plans meet the requirements of this
14 Act.

15 (f) NO NEW FUNDS.—No additional funds are au-
16 thorized to be appropriated for the purpose of carrying
17 out this Act.

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