

118TH CONGRESS
2D SESSION

S. 4181

AN ACT

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,*

1 **SECTION 1. SHORT TITLE.**

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

5 **SEC. 2. FEMA WORKFORCE PLAN.**

6 (a) DEFINITIONS.—In this section:

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

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

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

13 (4) SURGE CAPACITY FORCE.—The term
14 “Surge Capacity Force” means the Surge Capacity
15 Force described in section 624 of the Post-Katrina
16 Emergency Management Reform Act of 2006 (6
17 U.S.C. 711).

18 (b) PLAN DEVELOPMENT.—Not later than 1 year
19 after the date of enactment of this Act, and not less fre-
20 quently than once every 3 years thereafter, the Adminis-
21 trator shall develop and submit to the Committee on
22 Homeland Security and Governmental Affairs of the Sen-
23 ate and the Committee on Transportation and Infrastruc-
24 ture of the House of Representatives a human capital op-
25 erating plan to shape and improve the workforce of the
26 Agency.

1 (c) LEADING PRACTICES.—The Administrator shall
2 develop the plan required under subsection (b) in accord-
3 ance with best practices outlined by the Director of the
4 Office of Personnel Management, the Comptroller General
5 of the United States, and other sources relevant to the
6 Federal workforce.

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

9 (1) performance measures to monitor and
10 evaluate progress towards the human capital goals
11 of the Agency, including filling staffing gaps, closing
12 skills gaps in mission critical occupations, and imple-
13 menting workforce training and, if applicable,
14 progress towards meeting those goals since the date
15 of submission of the most recent plan under sub-
16 section (b), including—

17 (A) a process to monitor and evaluate
18 progress toward those goals;

19 (B) a discussion of why the Agency has or
20 has not met those goals, including a description
21 of specific barriers; and

22 (C) a discussion of the addition or deletion
23 of any specific performance measures;

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

1 (3) a comprehensive analysis of the projected
2 costs associated with implementing the plan;

3 (4) strategies and practices designed to increase
4 cost-efficiency within the workforce operations of the
5 Agency, including reducing overhead costs, improv-
6 ing resource utilization, and avoiding unnecessary
7 expenditures;

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

11 (6) an analysis of the current workforce of the
12 Agency and possible gaps in the current staffing
13 structure of the Agency needed to fulfill the mission
14 of the Agency, including an assessment of—

15 (A) the critical and emerging skills that
16 will be needed in the workforce of the Agency
17 to support the mission and responsibilities of,
18 and effectively manage, the Agency during the
19 3-year period following the date of the submis-
20 sion of the plan, including target staffing num-
21 bers by cadre, region, and office;

22 (B) the skills of the workforce of the Agen-
23 cy, including numbers of employees by cadre,
24 region, and office on the date of submission of
25 the plan;

1 (C) projected trends in the workforce of
2 the Agency based on expected losses due to re-
3 tirement and other attrition, including any
4 known data for the causes of attrition; and

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

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

17 (A) specific recruitment and retention
18 goals by cadre and mission critical occupations,
19 including the analysis that the Agency uses to
20 produce those numbers;

21 (B) specific strategies for developing,
22 training, deploying, motivating, and retaining
23 the workforce of the Agency and the ability of
24 the workforce of the Agency to fulfill the mis-
25 sion and responsibilities of the Agency, includ-

1 ing the program objectives of the Department
2 and the Agency to be achieved through such
3 strategies;

4 (C) specific strategies for recruiting and
5 retaining individuals needed to address work-
6 force gaps within specific cadres;

7 (D) specific strategies for the development,
8 training, and coordinated and rapid deployment
9 of the Surge Capacity Force;

10 (E) specific strategies for identifying, ad-
11 dressing, preventing, and mitigating discrimina-
12 tory actions or decisions based on political af-
13 filiation; and

14 (F) any necessary legislative proposals to
15 improve recruitment and retention; and

16 (8) a discussion that—

17 (A) details the number of employees not
18 employed by the Agency serving in the Surge
19 Capacity Force and the qualifications or cre-
20 dentials and training of such individuals;

21 (B) includes information on annual data
22 relating to the deployment of the workforce of
23 the Agency following major disasters or emer-
24 gencies declared by the President under section
25 401 or 501, respectively, of the Robert T. Staf-

1 ford Disaster Relief and Emergency Assistance
2 Act (42 U.S.C. 5170, 5191) during the 3-year
3 period preceding the date of the submission of
4 the plan;

5 (C) details—

6 (i) average tenure and attrition data,
7 categorized by type of attrition, for—

8 (I) types of Agency employees by
9 hiring authority; and

10 (II) specific offices, regions, and
11 cadres of the Agency; and

12 (ii) any known reasons why some
13 types of Agency employees or specific of-
14 fices, regions, or cadres of the Agency may
15 have higher levels of attrition and strate-
16 gies to address those higher levels of attri-
17 tion;

18 (D) details—

19 (i) efforts of the Agency to help pre-
20 vent and respond to discrimination and
21 harassment; and

22 (ii) information on reported cases of
23 discrimination and harassment within the
24 Agency and the outcomes of those cases;
25 and

1 (E) describes, with respect to hiring infor-
2 mation of the Agency, the time between the
3 date on which the Agency validates a need to
4 hire a new employee for a position and—

5 (i) the acceptance of an offer of em-
6 ployment for the position by an applicant;
7 and

8 (ii) the start date of the employee at
9 the Agency for the position.

10 (e) REPORT.—Not later than 180 days after the date
11 of the submission of the plan required under subsection
12 (b), the Comptroller General of the United States shall
13 submit to the Committee on Homeland Security and Gov-
14 ernmental Affairs of the Senate and the Committee on
15 Transportation and Infrastructure of the House of Rep-
16 resentatives a report that—

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

19 (2) includes necessary recommendations to en-
20 sure subsequent plans meet the requirements of this
21 Act.

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

Passed the Senate December 17 (legislative day, De-
cember 16), 2024.

Attest:

Secretary.

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