



DHS Surge Capacity Force Program Interim Guide

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FEMA

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Table of Contents

Chapter 1: Introduction	1
Purpose	1
Scope and Applicability	1
Supersession	1
Authorities and Foundational Documents	2
Document Management and Maintenance	3
Chapter 2: DHS Surge Capacity Force Program Overview	5
Legal Authority	5
DHS Surge Capacity Force Structure	5
FEMA’s Integrated Tier Structure	6
Programmatic Roles and Responsibilities	6
FEMA Roles and Responsibilities	7
DHS and Other Federal Agency Roles and Responsibilities	10
DHS Surge Capacity Force Positional Roles and Responsibilities	11
FEMA Cadres and Program Areas	14
Surge Activation Overview	14
Steady-State	15
Activation	15
Deployment and Disaster Operations	16
Demobilization	16
Chapter 3: Steady-State Operations	17
Steady-State Coordination	17
Recruitment Efforts	17
Working Groups and Meetings	17
Implementing DHS Surge Capacity Force Policies	17
DHS Surge Capacity Force Member Eligibility	18
Training Expectations	18
Enrollment and Removal	19
Enrollment	20
Removal	20
DHS Surge Capacity Force Member Information	21

Measuring DHS Surge Capacity Force Readiness	22
Managing Availability	22
Deployment Expectations	22
Virtual Deployment Expectations	23
Reasonable Accommodations	23
Chapter 4: DHS Surge Capacity Force Activation	25
DHS Surge Capacity Force Activation Process	25
DHS Surge Capacity Force Activation Notification	26
Mission Assignments	26
Chapter 5: Deployment and Disaster Operations	29
Deployment Orders	29
Deployment Timeline	29
Travel	29
Equipment	30
DHS Surge Capacity Force Member Field Regulations	31
Tracking Accountability When Deployed	32
Equal Employment Opportunity Complaints	33
Virtual Deployments	34
Media Inquiries	35
Chapter 6: Deployment Supervision and Administrative Actions	37
Deployment Supervision	37
Work Schedule	37
Time and Attendance Reporting	37
Poor Performance	37
Misconduct	38
Fair Labor Standards Act Designation	38
FLSA Designation Changes	39
Overtime	41
Call-Back Overtime	41
Night Differential	43
Sunday Premium Pay	44
Holiday Premium Pay	45

Waiving the Biweekly Premium Pay Cap.....	45
Chapter 7: Demobilization.....	47
Demobilization Responsibilities and Tasking.....	47
Demobilization Conditions.....	48
Checkout.....	48
Appendix A: Acronyms.....	A-1
Appendix B: Glossary	B-1
Appendix C: Authorities and Foundational Documents.....	C-1
Appendix D: DHS Surge Capacity Force Program Deployment Support Structure	D-1
Appendix E: Roles and Responsibilities of DHS Surge Capacity Force Positions	E-1
Appendix F: Considerations for OFAs Implementing DHS Surge Capacity Force Policies.....	F-1
Appendix G: FEMA Cadres	G-1
Appendix H: DHS Surge Capacity Force Member Work Schedule	H-1
Appendix I: DHS Surge Capacity Force Billing and Reimbursement	I-1
Appendix J: Example Agency Quick Reference Guide.....	J-1
Appendix K: Reception, Staging, Onward Movement, and Integration	K-1
Appendix L: FEMA Key Resources and Contact Information.....	L-1
Appendix M: Memorandum of Understanding Template	M-1
Appendix N: FEMA Form FF-201-FY-21-100, DHS Surge Capacity Force Biweekly Time and Attendance	N-1
Appendix O: Biweekly Time and Attendance Reporting.....	O-1

List of Figures

Figure 1: ORR Doctrine Product Hierarchy	3
Figure 2: DHS SCF Deployment Support Structure	12
Figure 3: DHS SCF Operations Process Overview	15
Figure 4: HQ and PMC Unit Structure Chart.....	D-1
Figure 5: DHS SCF Deployment Support Structure	D-2
Figure 6: RSOI Process	K-1

List of Tables

Table 1: FEMA’s Four-Tier Structure for Internal and DHS SCF Personnel	6
Table 2: SCF Section Roles and Responsibilities	8
Table 3: FEMA Roles and Responsibilities in Support of the DHS SCF.....	9
Table 4: DHS and OFA Roles and Responsibilities for the DHS SCF	11
Table 5: DHS SCF Member Field Regulations.....	32
Table 6: DTS Inputs Throughout Deployments	33
Table 7: FLSA Designation	40
Table 8: Rates for Night Differentials	43
Table 9: Federal Holidays	45
Table 10: DHS SCF Member Demobilization Roles and Responsibilities	47
Table 11: DHS SCF Member Checkout Process	49
Table 12: DHS Component and OFA Considerations	F-1
Table 13: Example DHS SCF Member Compressed Work Schedule.....	O-2

CHAPTER 1: INTRODUCTION

Purpose

The *DHS Surge Capacity Force Program Interim Guide* provides clear guidance on the processes, operations, and management of the Department of Homeland Security (DHS) Surge Capacity Force (SCF) program. Following a major incident, federal employees may deploy as part of the DHS SCF when activated to support response and recovery efforts managed by the Federal Emergency Management Agency (FEMA). This Guide outlines standards for organizing, coordinating, and deploying the DHS SCF.

The DHS SCF program falls under the legal authority of DHS and is managed by FEMA. The program relies on federal employees from the DHS components and other federal agencies (OFA) to support FEMA's mission of helping people before, during, and after disasters. All FEMA responders and DHS SCF members composing the incident workforce are committed to upholding FEMA's core values of compassion, fairness, integrity, and respect as outlined in *FEMA Publication 1*. The *DHS Surge Capacity Force Program Interim Guide* provides its members with guidance on the DHS SCF and their role in meeting FEMA's mission, while also setting common expectations to ensure that support is executed in a consistent and coordinated fashion.

Scope and Applicability

The *DHS Surge Capacity Force Program Interim Guide* establishes guidance for federal employees from the DHS components and OFAs enrolled in the DHS SCF program, as well as the program managers from FEMA, DHS, and the OFAs that support program execution. The Guide provides information on all aspects of DHS SCF activities, ranging from steady-state operations, activation, deployment and field operations, and deactivation. This includes the DHS SCF organizational structure, roles and responsibilities for DHS SCF members, coordination and reporting processes, administrative actions, timelines for deployment and demobilization, and virtual deployments. By setting specific expectations for all DHS SCF operations, the *DHS Surge Capacity Force Program Interim Guide* ensures that each deployment is conducted and managed in a coordinated and consistent fashion and supports jurisdictions and survivors affected by disasters.

Supersession

The *DHS Surge Capacity Force Program Interim Guide* supersedes the *DHS Surge Capacity Force Concept of Operations*.

Authorities and Foundational Documents

A number of foundational documents provide statutory, regulatory, and executive guidance for FEMA when utilizing the DHS SCF. Key foundational documents for the *DHS Surge Capacity Force Program Interim Guide* include the following:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) (Public Law 93-288, as amended, 42 United States Code (U.S.C.) §§ 5121 *et seq.*)
- Surge Capacity Force, 6 U.S.C. § 711
- Equal Pay Act of 1963, as amended 29 U.S.C. § 206
- Age Discrimination in Employment Act of 1967, 29 U.S.C. §§ 621 *et seq.*
- Section 501 of the Rehabilitation Act, 29 U.S.C. § 791
- 29 Code of Federal Regulations (C.F.R.), Subtitle B, Chapter XIV, Equal Employment Opportunity Commission
- Equal Employment Opportunity Commission (EEOC) Management Directive 110, Federal Sector Complaints Processing Manual
- Title II of the Genetic Information Nondiscrimination Act of 2008, 42 U.S.C. §§ 2000ff *et seq.*
- Title 44, C.F.R., Emergency Management and Assistance
- Title 5, C.F.R., Administrative Personnel
- Title 5, U.S.C., Government Organizations and Employees
- Title VII of the Civil Rights Act of 1964, 42 U.S.C. §§ 2000 *et seq.*
- Homeland Security Act (Public Law 107-296, as amended, 6 U.S.C. §§ 101 *et seq.*)
- Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents, February 2003, as amended
- Presidential Policy Directive 8 (PPD-8), National Preparedness, March 2011
- National Incident Management System (NIMS), October 2017
- National Disaster Recovery Framework (NDRF), 2nd Edition, June 2016
- National Mitigation Framework, 2nd Edition, June 2016
- National Response Framework (NRF), 4th Edition, October 2019
- DHS Management Directive 0810.1, The Office of Inspector General, June 2004
- DHS CONOPS, Surge Capacity Force Concept of Operations, April 2010
- DHS Directive 253-07, Deferring Payment of Additional Premium Pay When an Annual Premium Pay Cap Applies, September 2018
- FEMA Doctrine 112-01, FEMA Publication 1 (We are FEMA), November 2019
- FEMA Directive 010-8, FEMA Incident Workforce Deployment, October 2014
- FEMA Directive 112-13, Office of Professional Responsibility, October 2019
- FEMA Directive 112-14, Equal Opportunity and Affirmative Employment, July 10, 2015
- FEMA Directive 123-0-2-1, Personnel Standards of Conduct, October 2020
- FEMA Manual 123-6-1, Reasonable Accommodation Program, January 2015
- FEMA Directive 141-1, Records Management Program, March 2014
- Incident Management and Support Keystone (IMSK), January 2011

- Recovery Operations Support Manual (ROSM), March 2021
- FEMA Mission Assignment Guide, September 2017
- FEMA Policy 104-010-2, Mission Assignments, August 2018
- FEMA Deployment Guide, August 2019
- FEMA Personnel Mobilization Guide, January 2017
- FEMA Manual 141-1-1, Records Management: Files Maintenance and Records Disposition, March 2014

Figure 1 depicts how the *DHS Surge Capacity Force Program Interim Guide* maps to directly related FEMA doctrine.

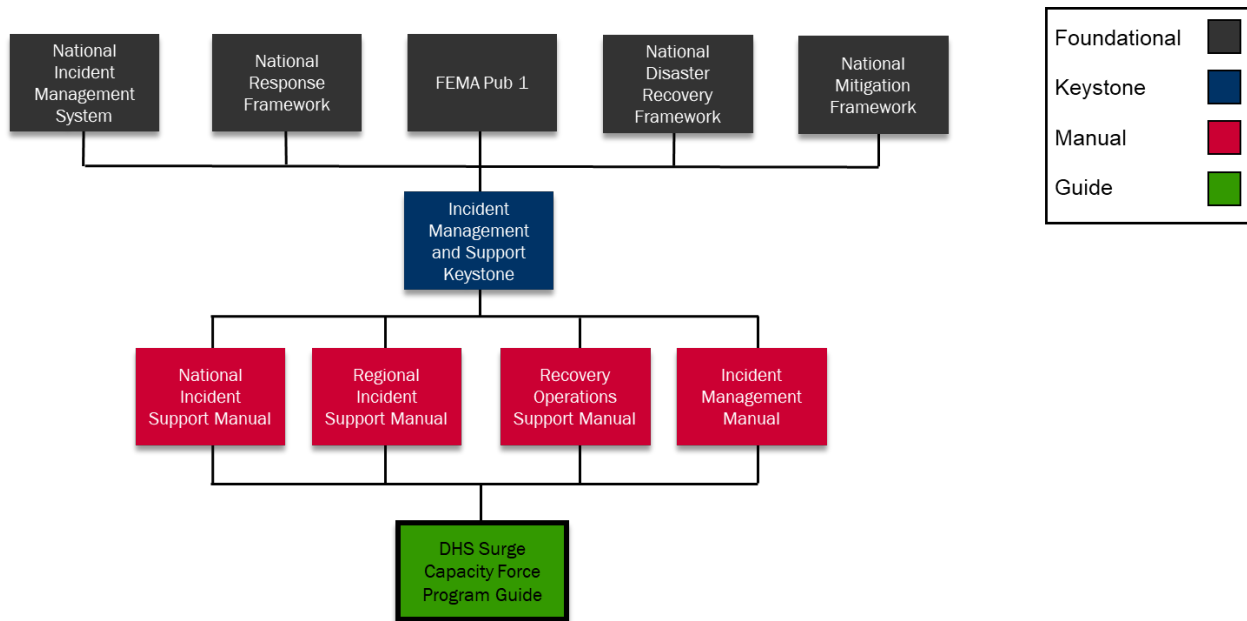


Figure 1: ORR Doctrine Product Hierarchy

Document Management and Maintenance

The FEMA Office of Response and Recovery (ORR), Doctrine and Policy Office, is responsible for the management and maintenance of this document. Comments and feedback from FEMA personnel and stakeholders regarding this document should be directed to the ORR Doctrine and Policy Office at FEMA Headquarters (HQ).

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CHAPTER 2: DHS SURGE CAPACITY FORCE

PROGRAM OVERVIEW

6 U.S.C. § 711 established the DHS SCF program to deploy federal employees in the aftermath of a major incident to support response and recovery efforts managed by FEMA. The statute enabled federal employees under the executive branch to serve in the DHS SCF and support disaster survivors.

DHS activated the DHS SCF for the first time in October 2012 to support Hurricane Sandy response and recovery efforts. More than 1,100 non-FEMA DHS employees deployed to New York, Maryland, and Texas to supplement FEMA's incident workforce in Individual Assistance (IA), Disaster Survivor Assistance (DSA), and Logistics Distribution Centers. In 2017, the DHS SCF was activated for a second time in response to Hurricane Harvey. The DHS SCF activation expanded to respond to Hurricanes Irma and Maria, as well as the wildfires in California. Over 4,000 non-FEMA DHS and OFA personnel participated in the 2017 activations; many of whom stepped into leadership roles and extended their deployments to continue serving survivors and communities in need. In February 2021, FEMA activated the DHS SCF as part of the Agency response to the COVID-19 pandemic and the President's *National Strategy for the COVID-19 Response and Pandemic Preparedness*. This allowed for FEMA to augment its staffing to provide support for the nationwide vaccine campaign. In addition, FEMA activated the DHS SCF for the 2021 hurricane season and supported response and recovery efforts to those impacted by Hurricane Ida.

Legal Authority

6 U.S.C. § 711 directs the Secretary of the United States Department of Homeland Security (DHS Secretary) to designate volunteers throughout DHS, as well as coordinate with OFAs, to staff the DHS SCF. The statute directs FEMA to implement and manage the DHS SCF program to respond to natural and human-caused disasters, acts of terrorism, and other major incidents. The DHS SCF program allows for the rapid expansion of FEMA's incident workforce under the authorities of the Stafford Act. The DHS Secretary activates the DHS SCF based on the recommendation of the FEMA Administrator when a major disaster or catastrophic incident exceeds the capacity of FEMA's disaster workforce to execute its Stafford Act missions. The DHS Secretary will then authorize FEMA to task and deploy designated personnel from DHS components and OFAs.

DHS Surge Capacity Force Structure

The DHS SCF combines personnel from DHS agencies and OFAs, effectively integrating volunteers into FEMA's incident workforce. To accomplish this, the DHS SCF organizes its members into integrated tiers.

FEMA's Integrated Tier Structure

To effectively identify and organize the incident workforce, FEMA developed a four-tiered organizational structure. The structure identifies FEMA's own deployable workforce as well as the DHS SCF workforce, made up of designated FEMA personnel and personnel from other DHS components and OFAs.

When responding to an incident, FEMA utilizes the four-tier structure to deploy personnel. Tier 1, FEMA's traditional incident management (IM) and incident support (IS) workforce, is deployed first. If additional support is required, FEMA will deploy Tier 2, made up of FEMA Headquarters Full Time Employees assigned to other duties. Tier 1 and Tier 2 consist of FEMA's personnel, and do not include DHS SCF members. Tier 3 refers to DHS SCF members from DHS components, and Tier 4 consists of DHS SCF members from OFAs.

DHS components and OFAs contribute personnel to Tier 3 and Tier 4, which constitute the DHS SCF. If an incident exceeds the capacity of FEMA's disaster workforce, FEMA submits a formal request to the DHS Secretary for DHS SCF program activation. Following approval of the request, the DHS Secretary authorizes FEMA to deploy Tier 3 and Tier 4 to supplement FEMA's incident workforce. Tier 3 and Tier 4 can be activated and deployed independently or jointly depending on the needs of response and recovery efforts. Table 1 provides further detail of the four tiers.

Table 1: FEMA's Four-Tier Structure for Internal and DHS SCF Personnel

Tier	Tier Description
Tier 1: Federal Emergency Management Agency (FEMA) Incident Workforce	Tier 1 consists of FEMA personnel with primary and subordinate incident management (IM)/incident support (IS) workforce titles. This includes the Permanent Full-Time (PFT) employees, Cadre of On-Call Response and Recovery employees (CORE) within the Response and Recovery Directorates, and Reservists.
Tier 2: FEMA Staffing Augmentation Workforce	Tier 2 consists of FEMA Headquarters Full Time Employees (FTE) serving as an internal surge disaster staffing support. This includes PFT and CORE.
Tier 3: Department of Homeland Security (DHS) Component Personnel	Tier 3 are PFT federal employees from any non-FEMA DHS component who meet the requirements for the DHS Surge Capacity Force (SCF) program, are rostered with their component, and are in the FEMA Deployment Tracking System (DTS). DHS must identify which job series are eligible to participate and designate eligible non-FEMA DHS employees to train and be rostered as Tier 3 personnel in FEMA's DTS. DHS will determine individual component support targets; however, DHS components may identify and designate additional employees to train and be designated as Tier 3 employees.
Tier 4: Other Federal Agencies Personnel	Tier 4 consists of PFT federal employees from any executive branch federal agency who meet the DHS SCF requirements and are rostered with their agency and in FEMA's DTS. Agencies may identify the number and type of their employees they will designate to participate in a Tier 4 activation in coordination with FEMA.

Programmatic Roles and Responsibilities

The primary responsibility of the DHS SCF program is to organize, orient, and deploy federal employees from DHS components and OFAs to assist FEMA in responding to natural disasters, acts of terrorism, and other human-caused disasters. The program provides FEMA with the capability to increase its incident workforce to meet disaster staffing requirements

when responding to major incidents and when the number of concurrent incidents causes staffing shortfalls in critical mission areas.

FEMA, DHS components, and OFAs each have specific roles and responsibilities for building and managing the DHS SCF. By carrying out the associated roles and responsibilities, the involved agencies build the capabilities and capacity of the program to operate effectively in the field.

FEMA Roles and Responsibilities

The DHS SCF program is managed by the SCF Section at FEMA HQ during both steady-state operations and activations. The SCF Section is within the Workforce Management Division's (WMD) Workforce Operations Support Branch (WOSB), in the ORR Field Operations Directorate (FOD). The SCF Section works in support of, and in close coordination with, FEMA intra-agency partners, DHS, and participating OFAs. The SCF Section works closely with FEMA's Office of Chief Component Human Capital Officer (OCCHCO), which provides advice and guidance regarding compliance with, and the implementation of, human capital policy, regulation, and law.

During steady-state operations, FEMA is responsible for supporting both the DHS components and the OFAs to strengthen the DHS SCF program. FEMA assists with recruitment events, announces training and exercise opportunities, develops Pre-Scripted Mission Assignments (PSMA), creates guidance, and identifies Personnel Mobilization Center (PMC) facilities for mobilizing DHS SCF members during a disaster response. FEMA is also responsible for developing and managing Memorandums of Understanding (MOU) for OFAs that outline their participation in the DHS SCF. Appendix M: Memorandum of Understanding Template provides an example MOU template FEMA may use to complete an agreement with an OFA.

During activations, the SCF Section coordinates with DHS component and OFA points of contact (POC) to effectively deploy DHS SCF personnel. At the same time, the SCF Section establishes its organizational structure to manage those deployed. The SCF Section is responsible for maintaining a support network of DHS SCF Crew Leads, Specialists, and Liaisons to help provide accountability and coordination between FEMA cadres, DHS SCF-contributing agencies, and DHS SCF members. The DHS SCF Crew Leads are filled by either FEMA Full Time Employees (FTE) or DHS personnel. The SCF Section is ultimately responsible for providing oversight of, and being accountable for, DHS SCF members during their deployment.

Federal Emergency Management Agency (FEMA) Cadres

The FEMA Cadres are groups of employees organized by type of work. These groups are based on skills and experience and play a key role in keeping FEMA ready to deploy the right people to the right jobs quickly in an emergency management situation. There are currently 23 FEMA Cadres, and both Cadres of on-call Response and Recovery Employees and Permanent Full-Time employees are assigned to these cadres for deployment purposes.

Table 2 lists the SCF Section's other roles and responsibilities for overseeing the DHS SCF.

Table 2: SCF Section Roles and Responsibilities

Section	Roles and Responsibilities
Surge Capacity Force (SCF) Section	<ul style="list-style-type: none"> • Define the force structure and programmatic requirements for DHS SCF membership to maintain the capability to fill a personnel request of at least 1,200 individuals in a given incident. • Coordinate on policy and guidance with Federal Emergency Management Agency (FEMA) intra-agency and Department of Homeland Security (DHS) partners. • Coordinate with DHS components and other federal agencies (OFA) to develop a robust recruiting program. • Develop and implement recruiting programs and targeted materials for Tier 3 and Tier 4 agencies. • Define DHS SCF targets for each DHS component based on DHS Office of the Chief Component Human Capital Officer (OCCHCO) formulation. • Define DHS SCF targets for each OFA to support recruitment efforts. • Coordinate with DHS component and OFA points of contact (POC) on import sheets to upload new members into the Deployment Tracking System (DTS) while also maintaining any changes to the DHS SCF member’s information. • Conduct training and develop annual mobilization exercises for FEMA staff, Tier 3 and Tier 4 DHS SCF members, and DHS component and OFA POC. • Provide support to DHS SCF members and DHS component and OFA POCs as they complete the independent study training requirements. • Inform DHS component and OFA POCs of training opportunities. • Develop and communicate information for dissemination to key stakeholders throughout FEMA, DHS components, OFAs, and the DHS SCF. • Communicate with agency POCs on a quarterly basis. • Manage a current, interagency-wide roster in the DTS of all Tier 3 and Tier 4 DHS SCF members. • Recruit, train, and maintain a current roster of DHS SCF Crew Leads, Liaisons, and Specialists. • Coordinate with the Mission Assignment (MA) Program staff to develop and maintain Pre-Scripted Mission Assignments (PSMA) for the deployment of Tier 3 and Tier 4 DHS SCF members. • Ensure MAs are issued prior to deployment of DHS component and OFA personnel. • Ensure Resource Request Forms have been submitted in WebEOC to request the issuance of an MA. • Report DHS SCF member availability numbers to DHS and FEMA leadership. • Ensure Personnel Mobilization Center (PMC) availability. • Coordinate with the FEMA Incident Workforce Adviser at the National Response Coordination Center (NRCC). • Prepare and issue warning, alert, activation, deployment orders, and deactivation information to participating DHS components and OFAs as required. • Deploy members of the SCF Section to meet operational needs. • Create after-action reports (AAR) and develop improvement plans to prepare for the next activation. • Coordinate with the headquarters’ (HQ) MA Program Closeout Team to close the MAs.

In addition to the SCF Section, other personnel, and offices within FEMA share responsibility for supporting the DHS SCF program. The roles and responsibilities for these FEMA personnel and offices are listed in Table 3.

Table 3: FEMA Roles and Responsibilities in Support of the DHS SCF

Position or Office	Roles and Responsibilities
FEMA Administrator or designee	<ul style="list-style-type: none"> Ensures a national, comprehensive emergency management system through collaboration with local, state, territorial, tribal, and federal partners, to include the Department of Homeland Security (DHS) Surge Capacity Force (SCF). Requests the activation and deactivation of the SCF to the DHS Secretary.
Associate Administrator for the Office of Response and Recovery or designee	<ul style="list-style-type: none"> Coordinates with the Assistant Administrator for the Field Operations Directorate (FOD) to recommend the activation and deactivation of the DHS SCF to the Federal Emergency Management Agency (FEMA) Administrator. Coordinates with the National Response Coordination Center (NRCC). Coordinates requests from the Assistant Administrators for FOD, Response, and Recovery to the FEMA Administrator. Coordinates with the Assistant Administrator for the Response Directorate and the Assistant Administrator of the Recovery Directorate to make deployment decisions based on assessments of critical needs and available responders. Coordinates with the Assistant Administrator for the Response Directorate and the Assistant Administrator for the Recovery Directorate to prioritize and adjudicate requests for national-level assets. Directs the stand-up of the Personnel Mobilization Center (PMC).
Assistant Administrator for the Field Operations Directorate (FOD)	<ul style="list-style-type: none"> Ensures the operational readiness and force structure of the DHS SCF. Ensures coordination with DHS components and other federal agencies (OFA) on recruitment, training, mobilization, deployment, and demobilization of DHS SCF members. Coordinates with the Associate Administrator for the Office of Response and Recovery to recommend the activation and deactivation of the DHS SCF to the FEMA Administrator. Provides signature on Memorandums of Understanding (MOU) between FEMA and OFAs.
Office of the Chief Component Human Capital Officer (OCCHCO)	<ul style="list-style-type: none"> Develops, implements, and manages human capital policies and procedures for administering the DHS SCF. Ensures that the administration and operation of the DHS SCF complies with all relevant human capital statutes, regulations, and policies. Determines the Fair Labor Standards Act (FLSA) designation of the position into which a member may be deployed.
Office of Chief Information Officer (OCIO)	<ul style="list-style-type: none"> Oversees the management, operations, and maintenance of FEMA information systems. Ensures DHS SCF members have access to FEMA information systems as necessary.
Office of the Chief Security Officer (OCSO)	<ul style="list-style-type: none"> Provides access control to FEMA facilities, including the Joint Field Office (JFO). Creates derived alternate credentials for DHS SCF members who require access to FEMA's network resources. Confirms DHS SCF members have a favorably adjudicated background investigation commensurate with the risk and sensitivity of the FEMA position they will perform.
Office of the Chief Administrative Officer (OCAO)	<ul style="list-style-type: none"> Conducts just-in-time safety briefing at the PMC or disaster site of all DHS SCF personnel once deployed. Ensures all FEMA employees and DHS SCF members are provided a workplace free of recognized hazards.

Position or Office	Roles and Responsibilities
	<ul style="list-style-type: none"> Assures OFA employees' injuries are forwarded back to the agency's safety officer.
Office of Chief Counsel (OCC)	<ul style="list-style-type: none"> Ensures program compliance with all statutes and regulations, assist with policy development, and ensure consistency in policy application.
National Exercise Division (NED)	<ul style="list-style-type: none"> Plans, conducts, and evaluates exercises as part of the DHS Exercise and Evaluation Program, and conducts exercises with DHS SCF personnel when requested and available funding exists.
FEMA Exercise Branch (FEB)	<ul style="list-style-type: none"> Plans, conducts, and evaluates exercises as part of the FEMA Exercise and Evaluation Program. Supports FEMA's participation in interagency exercises, including exercises involving the DHS SCF that the NED does not lead.
Office of Professional Responsibility (OPR)	<ul style="list-style-type: none"> Receives, investigates, and refers FEMA employee misconduct allegations. Refers DHS SCF and OFA member misconduct allegations to the DHS Office of Inspector General. Maintains records of FEMA misconduct investigations.
Office of Equal Rights (OER)	<ul style="list-style-type: none"> Processes reasonable accommodations requests for DHS SCF deployments consistent with relevant statutes, regulations, Equal Employment Opportunity Commission (EEOC) guidance, case law, and FEMA policy for DHS SCF members. Provides neutral, authoritative guidance to FEMA managers, supervisors, and employees, as well as DHS SCF members on the reasonable accommodations process. Refers discrimination or harassment complaints to the appropriate contributing DHS component or OFA. Facilitates the investigation of Equal Employment Opportunity (EEO) complaints by contributing DHS components and OFAs. Investigate and process EEO complaints submitted by FEMA employees.

DHS and Other Federal Agency Roles and Responsibilities

The DHS Secretary will collaborate with the heads of DHS components and OFA members to identify DHS SCF members from those agencies. FEMA will maintain MOUs with OFAs to designate DHS SCF members. The MOU serves to formalize and document the commitment between the agencies. These MOUs will be managed by the DHS SCF program and updated on a three-year cycle. DHS SCF members from the DHS components and OFAs provide support to FEMA when deployed to the incident location to assist in response and recovery operations. During steady-state, DHS components and OFAs are responsible for identifying an DHS SCF POC and submitting an updated roster to FEMA that highlights changes in membership on a quarterly basis. The DHS SCF POC will also ensure DHS SCF members meet the requirements for enrollment. Table 4 lists DHS components and OFAs' additional roles and responsibilities in support of the DHS SCF.

Department of Homeland Security (DHS) Surge Capacity Force (SCF) Point of Contact (POC)

The DHS SCF POC is responsible for recruiting DHS SCF members from their DHS component or other federal agency, maintaining the agency's DHS SCF roster, approving DHS SCF deployments, and maintaining accountability for their agency's deployed DHS SCF members.

Table 4: DHS and OFA Roles and Responsibilities for the DHS SCF

Position or Agency	Roles and Responsibilities
Secretary of the United States Department of Homeland Security (DHS)	<ul style="list-style-type: none"> • Collaborates with heads of federal agencies to designate DHS Surge Capacity Force (SCF) members. • Activates and deactivates the DHS SCF upon the Federal Emergency Management Agency (FEMA) Administrator’s request.
DHS Components and Other Federal Agencies (OFA)	<ul style="list-style-type: none"> • Ensure all members designated to serve on the DHS SCF are ready to deploy within 48 hours of warning, alert, or no-notice activation. • Identify program and finance points of contact (POC) for implementation. • Identify how DHS SCF deployed personnel are funded (by an appropriation Permanent Full Time [PFT] or other funding source) to support accurate cost-estimates and identification of eligible labor costs. • Coordinate with FEMA to develop a robust recruitment program within their respective agencies. • Create and maintain a current roster of available and approved employees to support the DHS SCF mission. • Collaborate with FEMA to develop DHS SCF program materials. • Develop agency-specific program communications. • Ensure all employees designated to serve on the DHS SCF have met all requirements, including the required independent study courses and anti-harassment training, hold a government travel card in good standing, and possess a Homeland Security Presidential Directive-12 (HSPD-12) badge that will not expire during their 45-day deployment. • Distribute cadre training opportunities to DHS SCF members and forward registration to the Field Operations Directorate (FOD). • Verify and record that all required training has been completed. • Attend training and exercises for Department of Homeland Security (DHS) component and OFA POCs. • Ensure DHS SCF members are oriented to their agency’s policies and procedures concerning time, attendance, and travel vouchers. • Review Pre-Scripted Mission Assignments (PSMA). • Create and maintain a Quick Reference Guide (QRG) for deployed DHS SCF members that includes travel, time, and attendance information. • Provide situational updates to internal leadership and coordinate internal program support before, during, and after an activation. • For OFAs, collaborate with FEMA to document DHS SCF participation through a Memorandum of Understanding (MOU). • In coordination with FEMA, process and administer pay and leave, considering the appropriate Fair Labor Standards Act (FLSA) exemption status and applicable biweekly and annual pay caps. • Maintain and share with FEMA, as necessary, information from a member’s personnel records.

DHS Surge Capacity Force Positional Roles and Responsibilities

SCF Section personnel, DHS SCF members, and DHS SCF POCs carry out specific roles and responsibilities in support of incident operations when the DHS SCF is activated. Personnel fill positions as either managers, who execute and oversee program implementation during disaster operations, or members and specialists, who support FEMA’s cadres or administrative staff in the field and at FEMA HQ. For more information on the positions that DHS SCF members may hold, please refer to Appendix E: Roles and Responsibilities of DHS Surge Capacity Force Positions.

To support DHS SCF program implementation in the field or virtually, the SCF Section employs a deployment support structure. The structure enables coordination between DHS SCF personnel deployed to the field, the SCF Section within FOD at FEMA HQ, and the DHS components and OFAs that have deployed DHS SCF members. The deployment support structure also ensures that DHS SCF members have support in the field to assist with any questions or issues and prepare them for integration into FEMA’s program areas. During a deployment, SCF Crew Leads and Specialists will oversee and support DHS SCF members. The DHS SCF member is also assigned a Temporary Duty Supervisor (TDS). Figure 2 depicts the DHS SCF deployment support structure that the SCF Section establishes when the DHS SCF is activated.

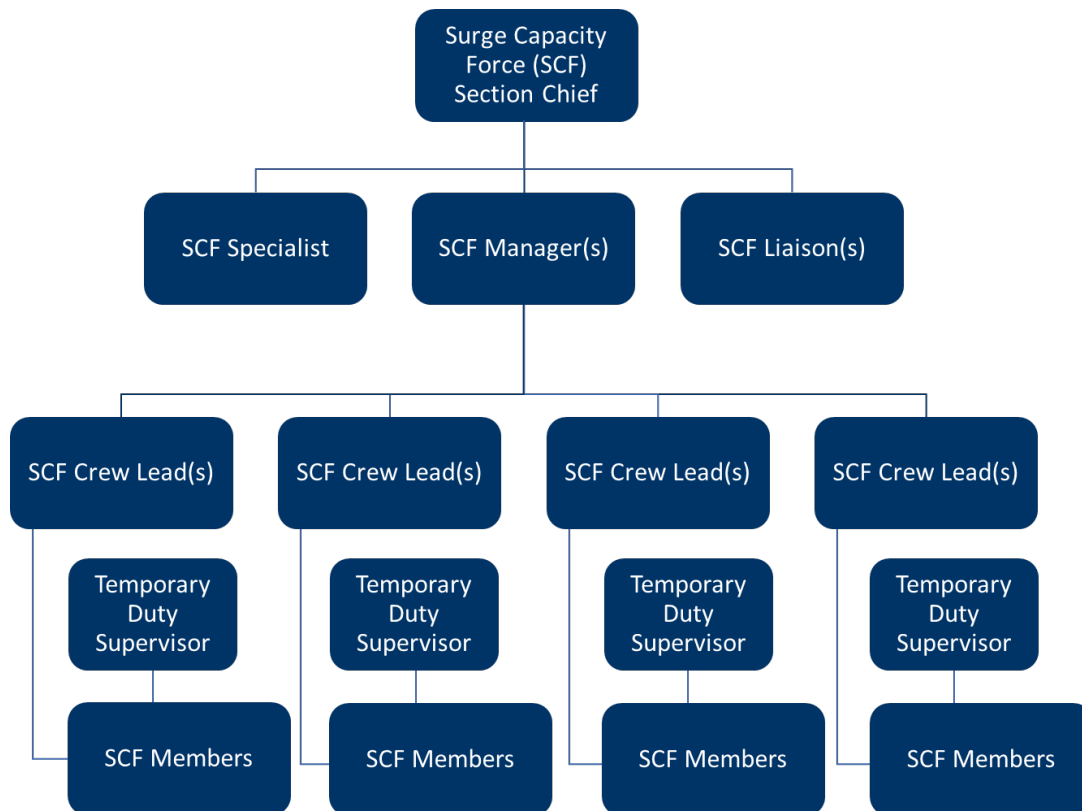


Figure 2: DHS SCF Deployment Support Structure

In addition to being a part of the DHS SCF deployment support structure, DHS SCF members will integrate into FEMA’s organizational structure. DHS SCF members may be assigned to support FEMA in one of a number of sections or program areas, such as DSA, IA, Logistics, and Planning. The DHS SCF member’s TDS is a staff member in their assigned section or program area. When deployed in support of DHS or Federal Emergency Management Agency (FEMA) operations, DHS SCF members are not expected to perform duties associated with their steady-state positions within their contributing DHS component or OFA, especially if performing such duties will interfere with the DHS SCF mission. Appendix D: DHS Surge Capacity Force Program Deployment Support Structure provides additional information on the DHS SCF programs support structure.

Surge Capacity Force Section Chief

The SCF Section Chief is a FEMA employee who leads DHS SCF operations at FEMA HQ, the PMC, or the Joint Field Office (JFO) for the incident. The SCF Section Chief is responsible for managing all deployed DHS SCF personnel. The SCF Section Chief primarily works from FEMA HQ and reports to WMD and FOD leadership.

Surge Capacity Force Manager

The SCF Manager is an SCF Section employee who supports the SCF Section Chief by providing management and oversight directly to SCF Crew Leads, and through them, to Specialists and members in the field. The SCF Manager coordinates with FEMA's program areas in the field to identify gaps in staffing. The SCF Manager typically deploys to the field to manage SCF Crew Leads, Specialists, and members. The position reports to the SCF Section Chief for programmatic updates or issues and the Chief of Staff or Federal Coordinating Officer (FCO) to coordinate the DHS SCF in the field.

Surge Capacity Force Crew Lead

The SCF Crew Lead serves as the direct POC for all DHS SCF members at the PMC or duty station. The position is maintained as an ancillary support (disaster) title for FEMA employees; however, DHS component employees may fulfill the role as necessary. At the initial mobilization site (e.g., PMC, Initial Operating Facility [IOF], JFO), an SCF Crew Lead is assigned to incoming teams of DHS SCF members and leads them through the reception, staging, onward movement, and integration (RSOI) process. In the field, the SCF Crew Lead maintains accountability of DHS SCF members, often through daily accountability calls, and serves as a POC for any DHS SCF program, timekeeping, travel reimbursement, and lodging questions. An SCF Crew Lead may also coordinate questions with the SCF Manager, as needed.

Surge Capacity Force Specialist

The SCF Specialist position is maintained as an ancillary support (disaster) title for FEMA employees. A full-time employee from the SCF Section, a FEMA employee, or a DHS component employee, if needed, may fill the position. The SCF Specialist supports the SCF Section at FEMA HQ and the DHS component or OFA at the PMC or the JFO. A SCF Specialist may perform a variety of roles at each location, including providing administrative and logistics support.

Surge Capacity Force Liaison

The SCF Liaison position supports the SCF Section at FEMA HQ, a DHS component, or an OFA. Like an SCF Specialist, the SCF Liaison must be a full-time employee from the SCF Section, a FEMA employee, or a DHS employee, if needed. The SCF Liaison position is also maintained as an ancillary support (disaster) title for FEMA employees. The SCF Liaison provides extensive support ranging from identifying available DHS SCF members in the Deployment Tracking System (DTS), initiating the deployment request process in DTS, and coordinating with DHS SCF POCs.

DHS Surge Capacity Force Member

DHS SCF members are non-FEMA federal executive branch employees who have met all prerequisites and are rostered in DTS to assist in response and recovery operations.

Temporary Duty Supervisor

The TDS assigns tasks, approves work schedules, and verifies time of the DHS SCF members during their deployment. They will assign DHS SCF members as if they were FEMA trainees, but do not open position task books (PTB) or provide performance evaluations. The TDS may also raise cases of poor performance to the SCF Section, or allegations of misconduct to FEMA's Office of Professional Responsibility (OPR). Cadres, to which the DHS SCF member is deployed, will identify a TDS for DHS SCF staff.

FEMA Cadres and Program Areas

DHS SCF members may support various cadres when the DHS SCF is activated, and operational requirements are identified. Cadre representatives submit a request for the approval of DHS SCF resources to the FOD Operations Cell. Requests approved by the FOD Operations Cell are provided to the SCF Section Chief for processing. The DHS SCF program will then work with POCs to determine DHS SCF member availability. Once availability is determined, DHS SCF members are deployed to fulfill the cadre's request. DHS SCF POCs and DHS SCF members should be aware that assignments may change based on operational needs. For more information on the FEMA cadres that DHS SCF members may support, please refer to Appendix G: FEMA Cadres.

Surge Activation Overview

Following an incident, the activation, deployment, and demobilization of the DHS SCF proceeds according to an established timeline. During the activation phase, FEMA determines the need for an DHS SCF deployment. The DHS SCF is then mobilized and deployed to support the incident. At the conclusion of the deployment, DHS SCF members demobilize and deactivate. Figure 3 provides the process overview for the DHS SCF program, from activation to demobilization.

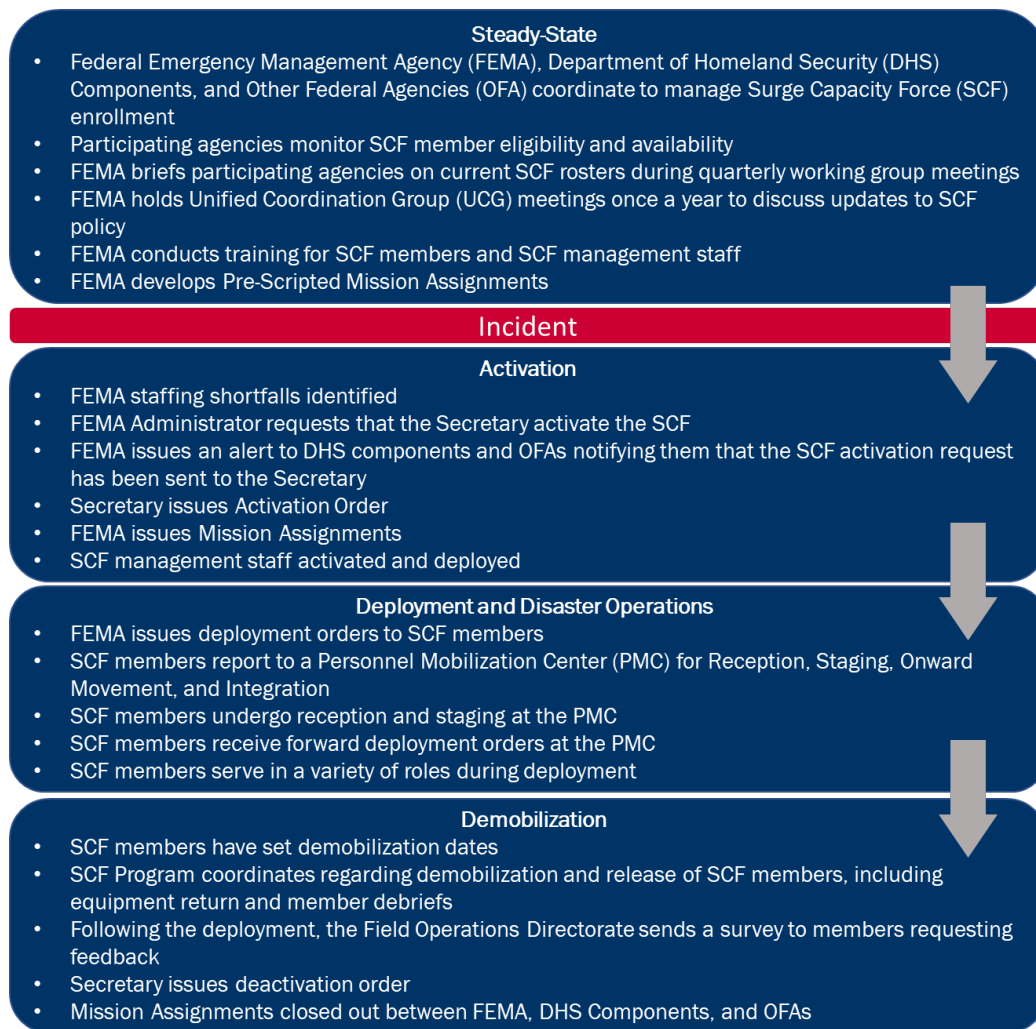


Figure 3: DHS SCF Operations Process Overview

Steady-State

During steady-state operations, the SCF Section coordinates with DHS components and OFAs to recruit DHS SCF members, hold trainings for DHS SCF members, track DHS SCF member availability, and prepare DHS SCF members for deployment. Additional information on steady-state operations will be provided in Chapter 3: Steady-State Operations.

Activation

The FEMA Administrator requests the activation of Tier 3 and Tier 4 DHS SCF members to the DHS Secretary based on anticipated or actual staffing shortfalls. DHS components and OFAs will be issued an alert for a potential activation when the request is sent. If the DHS Secretary concurs, the authorization and activation order for Tier 3 and Tier 4 DHS SCF members will be issued according to the request.

DHS SCF management staff are activated and assigned to positions and duty stations. The SCF Section liaises with participating agencies to refine the statement of work, cost estimate, and timeline of the Resource Request Forms (RRF), and ensures MAs are issued,

authorizing the mobilization of each required DHS component or OFA. DHS SCF participating agencies provide their updated Quick Reference Guide (QRG) to the SCF Section at FEMA HQ. Additional information on activation will be provided in Chapter 4: DHS Surge Capacity Force Activation.

Deployment and Disaster Operations

Deployment orders are issued to Tier 3 and Tier 4 members under the legal authority of the FEMA Administrator, in close coordination with DHS component and OFA POCs. Rather than deploying directly to the disaster area, Tier 3 and Tier 4 DHS SCF members will first deploy to a physical or virtual PMC for RSOI. Reception includes issuance of equipment, basic informational briefings, and a skills assessment used to align DHS SCF members to operational staffing needs. While at the PMC, Tier 3 and Tier 4 members stage and receive additional training for the cadre they are assigned to and/or provide remote support for disaster response efforts until disaster leadership has authorized their onward movement to the field.

While at the PMC, DHS SCF members receive onward movement deployment orders for the cadre they will support and book travel to their assigned duty station according to their home agency's policy. Deployments last up to 45 days from the initial travel date to the PMC, with some exceptions. DHS SCF members are also assigned SCF Crew Leads and a TDS for their deployment. Additional information on deployment, including virtual deployment, and disaster operations is available in Chapter 5: Deployment and Disaster Operations.

Demobilization

DHS SCF members have set demobilization dates based on their original date of deployment. SCF Crew Leads must monitor for deviations from these demobilization dates (exceptions are only made in cases of emergencies). For extensions, the SCF Crew Lead initiates the approval process in coordination with the SCF Liaison and DHS component. The SCF Section tracks the status of any extension requests and communicates with DHS SCF POCs, as necessary. OFA members are not eligible for a deployment extension.

DHS SCF members undergo a multi-day demobilization and checkout process as they approach the end of their deployment. During the checkout process, DHS SCF members return equipment and prepare for travel to their DHS component or OFA. FEMA works with DHS components and OFAs to close out MAs once all DHS SCF members have demobilized. Additional information on demobilization is available in Chapter 7: Demobilization.

CHAPTER 3: STEADY-STATE OPERATIONS

During steady-state operations, FEMA, DHS components, and OFAs coordinate to manage DHS SCF enrollment and prepare DHS SCF members for activation and deployment. To maintain the DHS SCF program, each participating agency implements internal policy and guidance, monitors DHS SCF member eligibility, and tracks DHS SCF member availability.

Steady-State Coordination

The DHS Secretary and FEMA coordinate with DHS components and OFAs during steady-state to develop relationships with one another and strengthen the DHS SCF through recruitment, training, and updating policy.

Recruitment Efforts

The DHS Secretary collaborates with the heads of DHS components and OFAs to designate members for the DHS SCF. To enroll members, DHS components and OFAs must:

- Designate a POC for administering the DHS SCF within the DHS component or OFA;
- Implement internal policies and procedures to review and approve the enrollment of employees in the DHS SCF;
- Provide the SCF Section with a copy of their enrollment procedures and subsequently updated enrollment materials within 30 days of finalization;
- Review their DHS SCF member roster on a quarterly basis and confirm any changes needed with the SCF Section; and
- For OFAs, develop an MOU in collaboration with FEMA to document the relationship.

Working Groups and Meetings

FEMA regularly coordinates and hosts quarterly working group meetings with DHS components and OFAs during steady-state to discuss DHS SCF programmatic updates (e.g., policy changes, training opportunities, and enrollment). FEMA facilitates these meetings to also review DHS SCF rosters, recruiting strategies, and training for DHS SCF members and managers.

In addition to quarterly working group meetings, FEMA holds Unified Coordination Group (UCG) meetings at least once a year with FEMA DHS SCF staff and participating DHS SCF agencies. The UCG discusses updates to DHS SCF policy in the event the DHS SCF is deployed. The UCG may be held at the beginning of the year or before the DHS SCF may need to activate, such as for hurricane season.

Implementing DHS Surge Capacity Force Policies

To effectively implement and contribute to the DHS SCF program, DHS components and OFAs must develop supplemental policies and procedures internal to their agency. The procedures must align the participating agency's efforts with the DHS SCF program and

support the recruitment, activation, and deployment of DHS SCF members from the agency. The DHS SCF POC must provide the SCF Section with a copy of the policies and procedures, as well as any subsequent revisions. For a list of DHS SCF policy considerations DHS components and OFAs should implement, please refer to Appendix F: Considerations for OFAs Implementing DHS Surge Capacity Force Policies.

DHS Surge Capacity Force Member Eligibility

Any permanent, full-time, GS-15 or below federal executive branch employee is eligible to enroll in the DHS SCF with supervisor approval. Employees must have a valid and current Homeland Security Presidential Directive-12 (HSPD-12) compliant Personal Identity Verification (PIV) card, or similar form of identification. Additionally, DHS SCF members must have an active government-issued travel charge card (Individually Billed Account [IBA]) with enough credit available for payment of authorized travel and lodging expenses in accordance with federal travel regulations, DHS, FEMA policy, and the DHS SCF member's agency's policy. DHS SCF members must also maintain a valid U.S. passport that does not expire within six months. Employees of the legislative or judicial branch agencies are not eligible to be members of the DHS SCF.

Employees subject to an allegation of misconduct, who received a disciplinary or adverse action in the preceding 52 weeks or are undergoing a performance improvement plan may be ineligible for the DHS SCF program. Employees who were previously removed from the DHS SCF program due to substantiated poor performance or misconduct may be re-enrolled in the DHS SCF by their agency's SCF POC. The employee's re-enrollment must be reviewed and approved by FEMA's Associate Administrator for ORR, or designee, before reinstatement.

Tier 3 and Tier 4 Minimum Requirements to Join the Department of Homeland Security (DHS) Surge Capacity Force (SCF)

Tier 3 and Tier 4 members must meet additional requirements for the DHS SCF. These requirements are validated by the DHS SCF point of contact (POC):

- They must have supervisory approval to deploy for up to 45 days;
- They must have completed their agency's annual anti-harassment training and specific Federal Emergency Management Agency independent study courses: 100.C; 102.C; 35; 37; 700.B; 800.D; and
- They must be oriented to their home agency's policies and procedures for deployed personnel (e.g., travel, time and attendance, personnel actions).

Training Expectations

To participate in the DHS SCF and maintain membership, all members must take required trainings. The training courses inform DHS SCF members about the DHS SCF program and their roles in support of FEMA's mission.

All DHS SCF members are required to complete training during steady-state operations, including their agency's annual anti-harassment training and several FEMA independent study courses aimed at establishing an understanding of NIMS. The required courses are currently:

- 100.C: Introduction to the Incident Command System;
- 102.C: Preparing for Federal Disaster Operations;
- 35: FEMA Safety Orientation;
- 37: Managerial Safety and Health;
- 700.B: An Introduction to the National Incident Management System; and
- 800.D: National Response Framework.

**Department of Homeland Security
(DHS) Surge Capacity Force (SCF)
Point of Contact (POC) Training**

DHS SCF POCs may be required to complete annual training on the management of the DHS SCF program. The SCF Section will coordinate with DHS components and other federal agency DHS SCF POCs for program management training.

Prospective DHS SCF members should always coordinate with their DHS SCF POC prior to taking training, as the DHS SCF program may update training requirements or course titles may change. The DHS SCF POC must maintain documentation of completed required training for all DHS SCF members from their DHS component or OFA. DHS SCF members may receive additional training from specific cadres they are likely to support depending on availability. Additional training opportunities are coordinated through DHS SCF POCs. Trainings that include facility or equipment access require members to receive a favorable security adjudication to participate. The SCF Section will coordinate with DHS SCF POCs to initiate the security adjudication process.

DHS SCF members may also be required to complete training prior to activation or as part of a deployment once activated. FEMA will determine and provide trainings to DHS SCF members during an activation and deployment based on the cadre the DHS SCF member is assigned to and the scope of the incident. Typically, training occurs at the PMC, though it may also occur at a JFO or other FEMA facility. DHS employees participating in the DHS SCF can refer to the DHS SCF website on [DHS Connect](#) for a list of required trainings. DHS SCF members from OFAs can refer to the [DHS webpage](#).

Enrollment and Removal

The DHS SCF POC oversees the recruitment of potential members from their agency's eligible workforce. During steady-state operations the DHS SCF POCs should conduct outreach and network with employees.

Eligible employees may enroll in the DHS SCF program on a voluntary basis. The employee should work with their agency's DHS SCF POC to ensure they take the appropriate steps (e.g., paperwork and training) if they wish to enroll. Should an DHS SCF member want to

leave the program, they may do so at any time. In order to keep track of employees enrolled in the DHS SCF program, the DHS SCF POC should maintain a current roster of all participating members from their agency and ensure each DHS SCF member has fulfilled the minimum requirements, including providing documentation of completed required trainings.

Enrollment

Enrollment is required for DHS SCF members to be requested and deployed during an activation. Employees who wish to enroll in the DHS SCF program must do so through their respective DHS component or OFA. The DHS SCF POC should identify any prerequisites the employee must complete before enrolling (e.g., DHS SCF mandated training and DHS component or OFA specific tasks) and work with the employee so they may complete the tasks.

After completing the required prerequisites, the employee will notify their DHS SCF POC. The DHS SCF POC should then submit the new DHS SCF member's information to the SCF Section, allowing the SCF Section to create an account for the new DHS SCF member in DTS. Once the DTS account is activated, the new DHS SCF member can log in and begin managing their availability.

DHS component employees should refer to the DHS SCF website on DHS Connect or email FEMA at surgecapacityforce@fema.dhs.gov to learn how to contact the appropriate DHS SCF POC within their DHS component and for information on how to enroll in the DHS SCF. OFA employees should refer to the DHS website or email FEMA at surgecapacityforce@fema.dhs.gov to learn how to contact the appropriate DHS SCF POC and for information on how to enroll in the DHS SCF.

Removal

Current DHS SCF members may be removed from the DHS SCF because of poor performance or misconduct, upon their request, upon request from the DHS SCF POC, or through the quarterly roster review process. The DHS SCF member, the DHS SCF member's supervisor, or the DHS SCF member's home agency may initiate the removal process by notifying the DHS SCF member's DHS SCF POC.

DHS SCF POCs must review their DHS SCF member roster on a quarterly basis and confirm any changes with the SCF Section to maintain an accurate member enrollment status in

Marketing Materials for the Department of Homeland Security (DHS) Surge Capacity Force (SCF) Program

The DHS SCF program has a logo approved by Department of Homeland Security (DHS), which DHS components and other federal agencies can utilize for program marketing, promotion, and recruitment. The logo can be seen below.



DTS. The SCF Section will coordinate with the DHS SCF POC to ensure the correct DHS SCF member is removed from DTS.

DHS Surge Capacity Force Member Information

As DHS SCF members enroll, the DHS SCF POC at the home agency may be requested to provide the SCF Section with the member's personal information. This can include, but is not limited to, information pertaining to premium pay to support the billing and reimbursement process for contributing DHS components and OFAs, and:

- The DHS SCF member's first and last name;
- Work email address;
- Work phone number;
- Job series;
- City and state of residence;
- The DHS SCF POC's first and last name;
- DHS SCF POC's email;
- Emergency contact first name, last name, and phone number;
- Fair Labor Standards Act (FLSA) exempt or non-exempt status for the DHS SCF member's steady-state position;
- Reemployed annuitant status (if any);
- Any premium pay entitlements due to the DHS SCF member's steady-state position or schedule (e.g., if the DHS SCF member is normally authorized administratively uncontrollable overtime, or entitled to night differential); and
- Any agency-specific statutory, regulatory, or policy restrictions on the amount of overtime and premium pay payable to an DHS SCF member (e.g., limitations on the maximum amount of payable overtime).

Premium Pay

Premium pay is the cumulative monetary value of earned hours of compensatory time off and additional pay for holiday work, work on Sunday, administratively uncontrollable overtime work, or availability duty. This excludes overtime pay paid to employees under the Fair Labor Standards Act and compensatory time off earned in lieu of such overtime.

If a contributing DHS component or OFA uses a statutory authority other than Title 5, U.S.C., to pay and compensate employees who are enrolled in the DHS SCF, the DHS component or OFA must provide the SCF Section with:

- The specific applicable statutory and regulatory pay and compensation citations;
- Copies of agency specific implementing pay and compensation policies and procedures; and
- The name(s) and contact information of a POC within the contributing agency for pay and compensation policies and procedures.

For accuracy, the DHS SCF POCs should regularly update the SCF Section with any changes to employees' information.

Measuring DHS Surge Capacity Force Readiness

FEMA uses member enrollment as a program readiness measure and documents this via standard agency processes. The DHS SCF program measures DHS SCF enrollment against roster targets. The measurement gauges the overall readiness of FEMA and its ability to augment the workforce with DHS SCF members if a major incident exceeds the capacity of FEMA's incident workforce to respond.

The DHS SCF maintains the capability to fill a minimum activation request for 1,200 personnel in a given incident. Each group is trained, equipped, housed, and assigned to a FEMA program area for utilization within 96 hours of receipt of initial deployment orders. In support of this effort, FEMA deploys trained SCF Crew Leads at a one-to-40 ratio to designated locations to provide coordination and to meet accountability, transportation, logistics, communications, and administrative concerns of the workforce, as needed.

To promote continuous improvement of program performance, DHS SCF members complete surveys administered by the SCF Section following deployment that analyze coordination and communication before, during, and after the DHS SCF member's deployment. Surveys measure DHS SCF member's overall satisfaction, level of participation during the deployment, and willingness to deploy to inform future readiness. Additionally, DHS SCF performance will be reviewed through after-action reports (AAR) and the ability to fulfill the cadres' deployment requests when activated.

Managing Availability

DHS SCF members must update their availability whenever their ability to deploy changes (e.g., annual leave, sick leave, or critical work assignments) and upon demobilization from an DHS SCF duty assignment. All DHS SCF members must follow DTS procedures for managing availability, which can be found in the Responder Portal. The SCF Section requires DHS SCF members to update their availability to maintain an accurate record of the number of DHS SCF members that can deploy at any time.

The applicable DHS SCF POC will receive a notice from DTS when an DHS SCF member from their DHS component or OFA adjusts their availability. DHS SCF POCs are responsible for reviewing and approving or denying such requests in accordance with their DHS component or OFA policy and guidance from the SCF Section.

The SCF Section may periodically confirm the availability of DHS SCF members through DTS notification tests. DHS SCF members are expected to respond and validate their ability to deploy within 24 hours of receiving such messages. Resources and additional information are available that detail how to update and manage availability in the DTS Responder Portal.

Deployment Expectations

DHS components and OFAs notify the SCF Section of any applicable laws or policies that impact length of deployment of DHS SCF members. DHS components and OFAs will ensure all members designated to serve on the DHS SCF are ready to deploy within 48 hours of

warning, alert, or no-notice activation. The SCF Section will then coordinate with contributing DHS components and OFAs to ensure the length of deployments complies with those applicable laws or policies. When DHS SCF members are deployed in support of DHS or FEMA operations, whether in person or virtual, they are not expected to perform duties associated with their steady-state positions for their home components or agencies, especially if performing such duties will interfere with the DHS SCF mission.

Deployments may require DHS SCF members to deploy to emergency sites with physically austere and operationally challenging conditions, including, but not limited to, lack of air conditioning, lack of heat, lack of ventilation, lack of electricity, limits on water usage and consumption, extreme weather conditions, and communal sleeping accommodations. As the timeframe for response and recovery operations is dependent on a highly variable set of incident factors, DHS SCF members may be deployed for up to 45 consecutive days with little advance notice.

The length of a deployment may be extended by the DHS Secretary for Tier 3 DHS SCF members beyond the 45 days based on agreement between FEMA and the employing DHS component. Tier 4 members are not eligible for extension.

Telework

Department of Homeland Security (DHS) Surge Capacity Force (SCF) members may be eligible for regularly scheduled or episodic telework during a DHS SCF deployment. While participation in telework is not an employee entitlement, the determination of whether a DHS SCF member can telework will be left to the discretion and approval of the Temporary Duty Supervisor.

Virtual Deployment Expectations

In some circumstances, the DHS SCF may be activated and deployed virtually to support FEMA's response and recovery efforts. During a virtual deployment, DHS SCF members will conduct their work remotely, and SCF Specialists, Crew Leads, and Liaisons will remotely communicate expectations and responsibilities to DHS SCF members. The SCF Section will coordinate with the PMC Section for onboarding of DHS SCF members. All training will be conducted virtually. DHS SCF members are then expected to coordinate with their TDS and SCF Crew Lead. For daily accountability, DHS SCF members are expected to attend calls led by the SCF Crew Lead, and also check into DTS. For additional information on virtual deployments, please refer to Chapter 5: Deployment and Disaster Operations.

Reasonable Accommodations

DHS SCF members may request a reasonable accommodation from FEMA's Office of Equal Rights (FEMA OER) when enrolling in the DHS SCF program and upon deployment. To request a reasonable accommodation, the DHS SCF member must email FEMA OER directly at FEMA-reasonable-accommodation@fema.dhs.gov or notify their TDS. FEMA recognizes and will continue to provide a reasonable accommodation that the DHS SCF member has on file with their agency.

Due to the work environment and the austere working conditions typical of deployment locations, some disabilities may not be able to be accommodated and may result in the DHS SCF member being unable to deploy. To the greatest extent possible, FEMA should attempt to notify the DHS SCF member about austere living or working conditions at a deployment site and allow the DHS SCF member to state, before deployment, that the member is medically unable to deploy to that assignment

If the DHS SCF member requests a reasonable accommodation by notifying their TDS, the TDS will contact FEMA OER regarding the disability identified and propose an accommodation or modification. FEMA will consider the DHS SCF member's accommodation, if any, for performing their steady-state position as well as the DHS SCF member's deployment work environment and duties to determine if an accommodation or modification can be made and what it will be. FEMA will be responsible for paying for any approved reasonable accommodation required to perform assigned work during the DHS SCF member's deployment.

CHAPTER 4: DHS SURGE CAPACITY FORCE

ACTIVATION

For major incidents that exceed FEMA’s staffing capability to support state, tribal, and territorial governments, the FEMA Administrator may request that the DHS Secretary activate the DHS SCF. Once the DHS Secretary activates the DHS SCF, available members are identified. FEMA then issues MAs, provides deployment orders, and supplies all necessary equipment.

DHS Surge Capacity Force Activation Process

When activated, Tier 3 and Tier 4 personnel deploy to major incidents that exceed FEMA's Tier 1 and 2 resource capabilities. Tier 3 and 4 personnel provide support for both the stabilization of community lifelines, as well as long-term recovery efforts throughout the lifecycle of the incident.

FEMA responds to anticipated or no-notice incidents based on guidelines set forth in the NRF. Once personnel are activated, the Agency reviews each cadre’s availability and takes the necessary actions to fulfill personnel needs, such as removing regional restrictions and mobilizing Tier 2 staff prior to recommending the activation of DHS SCF to the DHS Secretary. An alert will be issued to DHS components and OFA POCs if a disaster is predicted to be of sufficient magnitude or if staffing shortfalls are identified in FEMA program areas. The UCG will coordinate and conduct meetings throughout activation and deployment.

The Assistant Administrator for FOD and the Associate Administrator for ORR coordinate to identify potential personnel shortfalls following an incident and consider recommending activation of the DHS SCF. The FEMA Administrator will then communicate anticipated shortfalls to the DHS Secretary and request the activation of the DHS SCF. A warning order will be issued to DHS component and OFA POCs once the request is made. Once the DHS Secretary activates the DHS SCF, the SCF Section will:

- Coordinate issuing Mission Assignments (MA) through the National Response Coordination Center (NRCC) in anticipation of potential deployment activity;

Community Lifelines

A lifeline provides an indispensable service that enables the continuous operation of critical business and government functions, and is critical to human health and safety, or economic security.

The Department of Homeland Security Surge Capacity Force supports the Federal Emergency Management Agency’s response operations in order to stabilize the following life-saving and life-sustaining lifelines:

- Safety and Security
- Food, Water, Shelter
- Health and Medical
- Energy
- Communications
- Transportation
- Hazardous Materials

- Coordinate with the DHS component and OFA POCs to obtain approval for the deployment of DHS SCF members;
- Coordinate deployment orders for DHS SCF members for up to 45 days; and
- Provide oversight of and accountability for DHS SCF members during their deployment via the DHS SCF field operations structure.

DHS SCF POCs will create QRGs for the DHS SCF members deploying from their agency. QRGs are specific to each agency and often modified for each deployment. The QRG will include details on travel, time, attendance, and other agency-specific information for each DHS SCF member. Appendix J: Example Agency Quick Reference Guide provides an example of a QRG.

DHS Surge Capacity Force Activation Notification

While taking steps to activate the DHS SCF, the SCF Section coordinates with other FEMA offices to promote awareness of the activation. The SCF Section must notify the following FEMA offices of an DHS SCF activation and deployment to make these offices aware the provisions of this Guide are in effect:

- FEMA’s Office of the Chief Administrative Officer (FEMA OCAO);
- FEMA’s Office of Chief Counsel (FEMA OCC);
- FEMA OCCHCO;
- FEMA’s Office of the Chief Financial Officer (FEMA OCFO);
- FEMA’s Office of the Chief Security Officer (FEMA OCSO);
- FEMA’s Office of the Chief Information Officer (OCIO);
- FEMA’s Office of External Affairs (OEA);
- FEMA OER; and
- FEMA OPR.

Department of Homeland Security (DHS) Surge Capacity Force (SCF) Management Approval

The SCF Section Chief or the Section Chief’s designated representative within the Field Operations Directorate approves all DHS SCF deployments and job assignments for DHS SCF management positions (i.e., Specialist, Crew Lead).

To activate the DHS SCF, the FEMA Administrator issues a memo to the DHS Secretary requesting activation of the DHS SCF. Once the request from the FEMA Administrator is approved, the DHS Secretary releases a memo(s) for the activation of Tier 3 and for the activation of Tier 4 members.

Tiers 3 and 4 may be activated separately or simultaneously. Activation memos are generally specific to each deployment and tier that is activated.

Mission Assignments

An MA is a work order issued by FEMA to another federal agency, directing the completion of a specific request for assistance. The Stafford Act authorizes FEMA to issue MAs to DHS components and OFAs that provide resources that save lives, protect property, or preserve

public safety in support of state, local, tribal, and territorial (SLTT) governments. FEMA issues an MA to DHS components and OFAs to execute and deploy their DHS SCF members for up to 45 days. Once the MA is issued, it becomes the governing document for the duration identified in the document's period of performance.

A separate MA is created for each declared disaster under which an agency deploys DHS SCF members, for each DHS component and OFA, and for each state the DHS SCF is supporting. FEMA prepares PSMA's during steady-state, and the PSMA may be in place for participating DHS components and OFAs with general language pertaining to activation. Upon activation, the PSMA can be used as a template to issue an MA from FEMA to the DHS component or OFA. An RRF is submitted in WebEOC and includes updates to the PSMA language and specific mission details. The approved RRF is then used to generate the MA. The DHS component or OFA closely monitors the execution of the MA in coordination with the SCF Section. Amendments may be added to the MA, including changes to funding or extensions to the period of performance. MA Task Orders may also be issued to direct specific requirements such as the addition of staff or mission taskings. For more information on MAs, please refer to the *FEMA Mission Assignment Guide*.

An MA should be issued prior to the deployment of DHS SCF members. For DHS components and OFAs that deploy DHS SCF members, the cost of overtime, travel, per diem, premium pay, and any other qualifying expenses approved or ordered by FEMA, are reimbursable by FEMA. While agencies are responsible for paying their employees' wages and expenses as they occur, FEMA will reimburse authorized eligible expenses in accordance with 44 CFR §206.8 for Tier 3 and Tier 4 DHS SCF members once properly billed by the respective DHS component or OFA. Agencies should submit requests for reimbursement for all eligible expenses to FEMA. For more information on DHS SCF billing procedures, please refer to Appendix I: DHS Surge Capacity Force Billing and Reimbursement.

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CHAPTER 5: DEPLOYMENT AND DISASTER OPERATIONS

Once the request for additional disaster response personnel is approved and the DHS SCF is activated, DHS SCF members are mobilized and deployed to execute their agency's MA. While deployed, DHS SCF members are obligated to follow regulations regarding work schedule, authorization to conduct certain duties, and reassignment.

Deployment Orders

DHS SCF members are selected for deployment primarily based on their availability in coordination with DHS SCF POCs. DHS SCF POCs and SCF Liaisons review availability in DTS and coordinate with DHS SCF members to ensure availability. Once availability is confirmed, the SCF Section coordinates with DHS SCF POCs and OCSO to initiate the security adjudication process. Following a favorable adjudication, FEMA issues the deployment order through DTS. DHS SCF members may be contacted by DTS through email, phone call, or text message based on their preferences. Upon receiving the notification, the DHS SCF member must log into DTS and review the deployment information. The DHS SCF member must acknowledge the deployment request by either accepting or declining the deployment request within 24 hours of receiving it. DHS SCF members must accept the deployment to be deployed. If an DHS SCF member accepts a deployment request, the DHS SCF member should notify their supervisor of their deployment and the expected duration of the deployment.

Self-Deployment is Prohibited

Department of Homeland Security (DHS) Surge Capacity Force (SCF) members (or any federal employee) may not self-deploy (e.g., begin travel to a DHS SCF event) without specific deployment orders from the Federal Emergency Management Agency. If this should occur, the individual may be returned to the individual's official duty station at the individual's own expense.

Deployment Timeline

Once activated, DHS SCF members typically deploy for no more than 45 days from the first day of travel. Depending on incident needs, DHS SCF members may be deactivated before 45 days. In extraordinary circumstances, DHS SCF members from DHS components can be extended beyond 45 days, with their component and DHS Secretary's approval. Tier 4 DHS SCF members are not eligible for extension.

Travel

The DHS SCF member's home agency arranges and authorizes DHS SCF travel for its activated personnel using the DHS component or OFA's travel system and procedures, unless separate deployment procedures are in place. All DHS SCF members will continue to use their DHS component or OFA's Travel Management Service (TMS) for making travel arrangements and will follow their own processes, procedures, and internal controls. DHS

SCF members must also abide by all FEMA travel policies and procedures during their deployment. Any conflicts between DHS component or OFA's and FEMA travel policies will be addressed on a case-by-case basis. DHS SCF members should contact their home agency, SCF Liaison, or refer to FEMA Manual, FM 122-1-1, for more information on travel processes or if they have any travel questions.

DHS SCF members must travel in accordance with the following guidelines addressing lodging, common carrier transportation, and rental cars (with applicable FEMA waivers):

- Travel must be 50 miles or greater from the traveler's Permanent Duty Station and residence of record to be eligible for Temporary Duty (TDY) Travel per diem reimbursement (Lodging and Meals and Incidental Expenses [M&IE]);
- Common carrier transportation (e.g., air and train services) should be coach class and reserved through the traveler's home agency TMS;
- FEMA may direct DHS SCF members to lodge in unconventional lodging or austere conditions such as berthing ships or responder base camps. If lodging is government procured, per diem of DHS SCF members will be appropriately reduced in accordance with the federal travel regulations;
- Commercial lodging (not including taxes) should be secured using the General Services Administration (GSA)/Department of Defense (DOD) established lodging rate for the traveler's TDY location. Per diem (Lodging and M&IE) are based on the traveler's TDY location. If FEMA has authorized a waiver of the maximum GSA/DOD per diem rate, the waiver will also apply to DHS SCF member lodging; and
- Rental cars should be:
 - Limited to the lowest, compact class;
 - Rented through the traveler's TMS;
 - Rented at the government rate; and
 - Covered by the Defense Travel Management Office Agreement, which is evidenced by a daily \$5.00 Government Administrative Rate Supplement (GARS) charge on the traveler's rental car agreement. Travelers should check their rental car agreements to ensure they have appropriate coverage.

FEMA recommends that DHS SCF members voucher with their home agencies for expense reimbursements every 14 days during their deployments to limit balances on their government issued credit cards.

Equipment

Upon initial arrival at the PMC, DHS SCF members begin the RSOI process. FEMA OCSO will review each DHS SCF member's Federal Common Policy Public Key Infrastructure (PKI) credentials (PIV, Personal Identity Verification Interoperable [PIV-I], and Common Access Card [CAC]) and determine whether additional access credentials are required for access to any facility over which FEMA has controlled access. In all cases, FEMA OCSO has the authority to grant or deny access to FEMA-controlled facilities.

At the PMC, FEMA may provide DHS SCF members with FEMA issued equipment such as a phone, iPad or Laptop, or FEMA apparel for their deployment. OFA staff are not required to use their home agency laptop for FEMA work purposes. Apparel may include a FEMA hat, FEMA shirt, FEMA vest, FEMA jacket, and/or other FEMA clothing for daily or occasional wear, in order to help associate the DHS SCF member with the FEMA mission. FEMA apparel may not always be available, but when provided should be worn in accordance with disaster-specific guidance. The TDS will collect such items from DHS SCF members prior to demobilization, as appropriate. For information on the RSOI process, refer to Appendix K: Reception, Staging, Onward Movement, and Integration.

DHS SCF members should not bring any personal or government-issued weapons or policing equipment on a deployment, unless FEMA specifically requests the DHS SCF member and employing agency to supply individuals to assist in a security or law enforcement capacity. FEMA ORR and FEMA OCSO approval is required prior to deployment in this case.

DHS Surge Capacity Force Member Field Regulations

When DHS SCF members are deployed to assist in disaster response efforts in the field, they must comply with the rules and regulations of the DHS SCF program. These rules and regulations, as outlined in Table 5, support FEMA's ability to maintain an efficient, organized operation.

Federal Common Policy PKI Credentials

The Federal Common Policy Public Key Infrastructure (PKI) credentials (Personal Identity Verification [PIV], Personal Identity Verification Interoperable [PIV-I], Common Access Card [CAC]) are approved United States Federal Executive Branch smart cards issued under Homeland Security Presidential Directive - 12 that grant access to federal facilities and information systems.

The PIV card supports identity authentication and access to multiple types of physical and logical access environments. The PIV-I card enables the Department of Homeland Security (DHS) to provide credentials for employees who need to perform trusted transactions with the U.S. Federal Government. The CAC is the Department of Defense (DOD) standard identification for active-duty uniformed Service personnel, Selected Reserve, DOD civilian employees, and eligible contractor personnel.

The PIV, PIV-I, CAC cards assure appropriate levels of security for all applicable federal applications, as well as multi-factor authentication, digital signature, and encryption capabilities PIV, PIV-I, and CAC smartcards generally entitle the holder to unescorted access at Federal Government facilities; however, such access must still be verified by the Federal Emergency Management Agency (FEMA) Office of the Chief Security Officer.

Table 5: DHS SCF Member Field Regulations

Department of Homeland Security (DHS) Surge Capacity Force (SCF) Member Field Regulations
DHS SCF members may be accompanied by Federal Emergency Management Agency (FEMA) staff on field assignments to ensure DHS SCF members have the appropriate technical guidance and supervision. For example, a DHS SCF member may be partnered with FEMA Reservists on a Disaster Survivor Assistance (DSA) mission or directed by FEMA logistics staff in a distribution center.
DHS components and other federal agencies (OFA) must be notified of changes to duty stations for DHS SCF members. Duty station changes are coordinated and approved through the DHS SCF program. Relocation often requires one to two days of lead time and may involve agency-specific considerations.
DHS SCF members must have the appropriate license and certification to operate equipment such as forklifts, rental vehicles, or passenger vans.
If a DHS SCF member has been identified as needing to manage Personally Identifiable Information (PII), FEMA will provide the appropriate training following deployment.
DHS SCF members must be supported, either locally or virtually, by a FEMA SCF Crew Lead, who serves as a Point of Contact (POC) for: <ul style="list-style-type: none"> • DHS SCF program questions; • Coordinating responses to questions relating to timekeeping and travel reimbursement; • Concerns related to lodging or deployment conditions; • Managing program accountability in the Deployment Tracking System (DTS) (in addition to disaster/cadre requirements); • Facilitation of non-mission requests, such as receipt of packages, coordinating prescription pickup, and assistance with special errands; • Ensuring the DHS SCF members' well-being; and • Coordinating questions and concerns to the SCF Manager assigned to that disaster.

Tracking Accountability When Deployed

FEMA uses DTS for daily accountability and tracking of all deployed personnel, including FEMA employees and DHS SCF members. The SCF Crew Lead also maintains accountability of DHS SCF members, often through daily accountability calls.

All DHS SCF members must check into their deployment assignment through FEMA's DTS upon arrival at their assigned duty station and follow the appropriate check-in process. As FEMA is an expeditionary organization that must meet mission needs, DHS SCF members may be reassigned to different worksites. Checking in also provides accountability to home agencies for DHS SCF members.

To ensure the accuracy of responder information, all individuals must login to the DTS Responder Portal and provide the inputs as laid out in Table 6.

Table 6: DTS Inputs Throughout Deployments

DTS Update	Required Action
Check-in Upon Arrival at the Disaster	<ul style="list-style-type: none"> • Review or input: <ul style="list-style-type: none"> ○ Check-in date ○ Lodging information ○ Lodging contact information ○ Rental vehicle information, as applicable ○ Work and personal cell phone numbers
Daily Check-in for the Duration of Deployment	<ul style="list-style-type: none"> • Select check-in • Review duty station
Lodging Locations Changes During Deployment	<ul style="list-style-type: none"> • Review and update: <ul style="list-style-type: none"> ○ Check-in date ○ Updated lodging name, city, state, and zip code ○ Updated lodging contact information
Checkout and Demobilization	<ul style="list-style-type: none"> • Request checkout • Demobilize from incident once home

At the time of checkout, the DHS SCF member should coordinate with their TDS and SCF Crew Lead to provide them with the date and time of their departure. The DHS SCF member should also conduct transition activities to hand over any responsibilities to the appropriate party, as well as return any equipment and FEMA-issued clothing. The DHS SCF member should also follow the appropriate procedures for vouchering out with their home agency and provide any feedback as appropriate through an exit survey link provided by the DHS SCF program.

Equal Employment Opportunity Complaints

FEMA strives to create and maintain an environment that promotes Equal Employment Opportunities (EEO) for all persons, welcomes diversity, and prevents discrimination and harassment. Discrimination, including harassment based on race, color, religion, sex (including pregnancy, sexual orientation, sex stereotyping, gender identity, or gender expression), national origin, physical or mental disability, age, genetic information, and reprisal is prohibited by federal law.

FEMA shall process all EEO complaints filed by DHS SCF members in connection with DHS SCF deployments. FEMA does not pay or process other agency's workers compensation claims. OFAs' individual safety offices are responsible for filing their own Occupational Safety and Health Administration claims. DHS SCF members alleging discriminatory or harassing conduct involving a FEMA employee or another DHS SCF member must contact FEMA OER and FEMA OPR's Anti-Harassment Unit for processing within 45 calendar days of the alleged discriminatory event. Any complaint submitted by a FEMA employee to FEMA OER alleging discrimination or harassment will be processed by FEMA OER in accordance with applicable law and procedures.

FEMA and participating DHS components and OFAs must cooperate with EEO complaint investigations. FEMA OER will coordinate with pre-identified POCs from a DHS component or OFA if an EEO complaint involves their agency's employee. If a complaint involves multiple perpetrators from different agencies, FEMA OER will coordinate with all of the involved DHS

SCF member's employing agency. If the EEO complaint involves harassment from a non-employee, FEMA OER will coordinate with the employer of the alleged harasser.

Agencies who have participating DHS SCF members must ensure that their employees cooperate with the EEO complaint investigation. Participating DHS components and OFAs are responsible for developing and maintaining policies and procedures to ensure the cooperation of their employees with a FEMA EEO investigation, as well as taking appropriate administrative action in response to a finding of discrimination relating to the actions of a DHS SCF member. FEMA OER and FEMA employees must cooperate with the DHS component or OFA investigation to provide any supporting information or witness statements.

FEMA's OCC, Personnel Law Branch, must defend the agency against any complaints alleged against FEMA employees. For an informal complaint investigation by any DHS component or OFA, an appropriate FEMA program employee shall be selected in consultation with FEMA OER to represent FEMA management. For all formal complaints against FEMA employees, settlements must be approved by FEMA's OCC. FEMA must cooperate with the contributing DHS component or OFA in taking any corrective actions in response to the final adjudication of a complaint.

Virtual Deployments

If the DHS SCF deploys virtually, all activation, mobilization, deployment, and demobilization activity is conducted remotely. To initiate the virtual deployment, the SCF Section and SCF Liaisons will:

- Ensure the MA specifies that the deployment will be completed virtually; and
- Coordinate with the PMC or virtual PMC section to provide RSOI services for DHS SCF members to receive equipment, possible training review, and update rosters submitted by the SCF Liaisons, as all selected DHS SCF members must have sufficient internet access to work remotely.

Once activated, all DHS SCF members will complete their FEMA assignments remotely. To maintain oversight over DHS SCF operations, a virtual deployment may include:

- Virtual onboarding with security and Information Technology (IT) POCs;
- Daily virtual operations briefs with SCF Liaisons, SCF Management Staff, and the SCF Manager;
- Initial virtual meeting hosted by Crew Leads to gather contact information and discuss roles and responsibilities;
- Daily virtual meetings conducted by Crew Leads to maintain accountability in addition to DTS check-in; and
- An updated Field Report based on Crew Lead notes submitted to the Report Specialist.

At the end of the virtual deployment, Crew Leads debrief DHS SCF members remotely and ensure they return their equipment, FEMA issued clothing if applicable, and demobilize from the virtual deployment in DTS.

Media Inquiries

DHS SCF members should refer all media inquiries to FEMA OEA at FEMA HQ. DHS SCF members should direct members of the media to the FEMA News Desk for the disaster, at 202-646-3272, or at fema-news-desk@fema.dhs.gov, in accordance with guidance at the event. DHS SCF members should also notify the SCF Crew Lead if they are contacted by the media.

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CHAPTER 6: DEPLOYMENT SUPERVISION AND ADMINISTRATIVE ACTIONS

While deployed, DHS SCF members report to a TDS. Cadres, to which the DHS SCF member is deployed, will identify a TDS for DHS SCF staff. Depending on the length of the deployment, the DHS SCF member may report to an additional TDS. Deployed DHS SCF members may receive overtime and premium pay earned in the effort to meet operational requirements only to the extent such overtime and premium pay is authorized by statute, regulation, or the applicable agency policies and procedures. FLSA designations affect premium pay that DHS SCF members may receive.

Deployment Supervision

The TDS assigns work, orders overtime, approves leave on behalf of FEMA, can request demobilization of the DHS SCF member, and refers cases of poor performance or misconduct for appropriate action. The TDS cannot take personnel actions against a DHS SCF member unless the TDS is the DHS SCF member's supervisor of record.

Work Schedule

The DHS SCF member's TDS assigns them to a work schedule that supports operational requirements. A TDS may require the DHS SCF member to work nights, overtime, and holidays, if necessary. DHS SCF members are entitled to compensation, including premium pay, for the work that is ordered and approved. The TDS, or designee, will monitor and record the actual hours worked by a DHS SCF member on a daily basis. For more information on DHS SCF member's work schedules and premium pay, please refer to the related sections later in this chapter, and Appendix H: DHS Surge Capacity Force Member Work Schedule.

Time and Attendance Reporting

An authorized FEMA official (typically the DHS SCF member's assigned TDS) supports DHS SCF members completing their biweekly time and attendance reporting and approves and certifies that the hours recorded have been worked by signing timesheets. Time and attendance reporting is accomplished using *FEMA Form FF-201-FY-21-100, Surge Capacity Force Biweekly Time and Attendance*. For an example of this form, refer to Appendix N: FEMA Form FF-201-FY-21-100, DHS Surge Capacity Force Biweekly Time and Attendance, and for more information on completing the biweekly time and attendance report, please refer to Appendix O: Biweekly Time and Attendance Reporting.

Poor Performance

The TDS discusses any incidents of perceived poor performance with a DHS SCF member to correct it and/or demobilizes the DHS SCF member in coordination with ORR/FOD. FEMA employees serving as the TDS for DHS SCF members cannot initiate performance actions

other than demobilization against DHS SCF members because FEMA employees do not serve as the supervisor of record for DHS SCF members.

In the event of an allegation of an DHS SCF member's poor performance, the TDS shall contact FEMA ORR/FOD to discuss the allegation of poor performance. FEMA ORR/FOD will coordinate with the TDS, and any other FEMA official or office to research and document such allegations. FEMA ORR/FOD will be responsible for determining who to contact, and the nature of any communications, in response to an allegation of poor performance. FEMA ORR/FOD, in coordination with the FCO and TDS, will determine if the nature of an allegation requires demobilization.

In any incident of perceived poor performance, FEMA retains the right to demobilize a DHS SCF member without a discussion with the DHS SCF member. If a DHS SCF member is demobilized due to an allegation of poor performance, FEMA will communicate the nature of the poor performance to the DHS SCF member's contributing DHS component or OFA for appropriate action.

Awards and Recognition

Department of Homeland Security (DHS) Surge Capacity Force (SCF) members are not eligible to receive awards and recognition under the Federal Emergency Management Agency's (FEMA) policies or procedures. FEMA will not fund awards for DHS SCF members.

Misconduct

The TDS must document and report all allegations of misconduct, to include allegations of harassment or sexual harassment, directly to FEMA OPR. Less serious misconduct comprised of behavior such as tardiness, absent without and failure to follow instructions, should be reported to OCCHCO Employee Relations. A DHS SCF member with an allegation of misconduct is subject to demobilization at the discretion of FEMA ORR/FOD. If a DHS SCF member is demobilized due to an allegation of misconduct, FEMA OPR will communicate the nature of the misconduct to the DHS Office of Inspector General (OIG) for appropriate action.

Other than reporting the allegation to OCCHCO/Labor and Employee Relations, OPR and DHS OIG, no FEMA personnel shall communicate the nature of the allegation to any other FEMA office, DHS component, OFA employee or other requester, without the approval of FEMA's Privacy Office or the OCC Information Law Branch. Such disclosures are governed by DHS's internal affairs system of record. FEMA employees serving as the TDS for DHS SCF members cannot initiate disciplinary or adverse actions against DHS SCF members because FEMA employees do not serve as the supervisor of record for DHS SCF members.

Fair Labor Standards Act Designation

DHS SCF members' work while deployed may affect whether they are covered under FLSA. The FLSA exempts certain employees from its minimum wage and overtime provisions. FEMA's OCCHCO determines the FLSA status of DHS SCF positions and designates DHS SCF positions as either FLSA exempt (not covered by the FLSA) or non-exempt (covered by the FLSA). If a new position is added to support the DHS SCF program, FOD must submit the

position titles and a comprehensive description to OCCHCO, through the OCCHCO Action Office, to make an FLSA determination for the position. These determinations must be established in advance of any deployments into that new position.

FLSA Designation Changes

Upon deployment, DHS SCF members are likely assigned to different work or duties from their steady-state employment. Due to the change in work or duties, the DHS SCF member's exemption under the FLSA may change based on the deployment position and duties. Changing an DHS SCF member's FLSA status affects the DHS SCF member's overtime pay rate (e.g., a non-exempt FLSA status's overtime pay rate is time and a half), as well as if overtime incurred will be counted for purpose of applying the biweekly and annual premium pay cap.

FEMA's SCF Section will notify the member's contributing DHS component or OFA of the member's FLSA status while deployed, within one business day of deployment. The notification will include the effective date of deployment, DHS SCF position title, and FLSA category of the deployed position (exempt or non-exempt).

If there is an FLSA designation change, the contributing DHS component or OFA will need to process a Request for Personnel Action (SF-52), NOA 800 Change in Data Element, to change their employee's FLSA category and coordinate the necessary time and attendance action to ensure their employee receives proper payment. The processed SF-52 will generate the SF-50, Notification of Personnel Action, documenting the change in the employee's official personnel file. FEMA is responsible for ensuring FLSA determinations for DHS SCF positions are communicated to the home agencies and that contributing DHS components or OFAs are notified in a timely manner so that members of the DHS SCF are paid whatever overtime they are entitled to under the law, avoiding over or under payments.

The FLSA designation of DHS SCF members also depends on the designation of the deployment. Under the FLSA, OCCHCO may decide to designate a given DHS SCF deployment as an "emergency." In the event OCCHCO makes this determination, FEMA applies the FLSA "emergency provision" to DHS SCF members' status. In the event that OCCHCO does not designate a deployment as an "emergency," the FLSA status of a DHS SCF member is governed by the "30-day test." Table 7 outlines the FLSA status of DHS SCF members under each governing provision.

Eligibility for Overtime Pay

A Fair Labor Standards Act (FLSA) exempt employee generally must be compensated for hours of work, ordered and approved in advance, in excess of eight hours in a day or 40 hours in an administrative workweek.

An FLSA non-exempt employee must be compensated at a rate set forth by the FLSA for hours of work, ordered and approved in advance, in excess of eight hours in a day or 40 hours in an administrative workweek.

Table 7: FLSA Designation

Provision Governing Department of Homeland Security Surge Capacity Force (SCF) Member Status	Fair Labor Standards Act (FLSA) Non-Exempt Status	FLSA Exempt Status
FLSA “Emergency Provision”	DHS SCF members who are FLSA non-exempt in their steady-state positions remain non-exempt during an DHS SCF deployment regardless of the FLSA designation of the duties performed during the deployment.	<p>If deployed FLSA exempt employees are assigned to DHS SCF positions which the Federal Emergency Management Agency (FEMA) Office of the Chief Component Human Capital Office (OCCHCO) has determined to be FLSA non-exempt for 51 percent or more work during a seven-day period, their work for the entire week is eligible for FLSA overtime. Their overtime is paid at the time and a half rate and does not count toward the biweekly and annual pay caps. Each seven-day period of work must be evaluated by the Temporary Duty Supervisor (TDS) to determine whether the FLSA exempt employee spent 51 percent or more of his/her time performing FLSA non-exempt work, and that is recorded on their <i>FEMA Form FF-201-FY-21-100, Surge Capacity Force Biweekly Time and Attendance</i>.</p> <p>If deployed FLSA exempt employees are assigned to DHS SCF positions which the FEMA OCCHCO has determined to be FLSA exempt for 51 percent or more work during a seven-day period, they are generally paid at their hourly rate for each hour of overtime. Their overtime counts toward the biweekly and annual pay caps.</p>
FLSA “30-Day Test”	DHS SCF members who are FLSA non-exempt in their steady-state position remain non-exempt during the entire deployment, unless the deployment exceeds 30 consecutive calendar days, and the primary duties performed during the deployment are FLSA exempt. If both conditions are met, the DHS SCF member’s FLSA status becomes exempt until the DHS SCF member returns to the DHS SCF member’s steady-state non-exempt position.	DHS SCF members who are FLSA exempt in their steady-state position remain exempt during the entire deployment, unless the deployment exceeds 30 consecutive calendar days, and the primary duties performed during the deployment are FLSA non-exempt. If both conditions are met, the DHS SCF member’s FLSA status becomes non-exempt until the DHS SCF member regularly performs exempt duties or returns to the DHS SCF member’s steady-state exempt position.

In order to ensure accurate payment of premium pay, when FLSA exempt (FLSA ineligible) employees deploy, they will be assigned to DHS SCF positions which the FEMA OCCHCO has determined to be either FLSA exempt or non-exempt, or to other duties that are either

classified as FLSA exempt or duties that are non-exempt and must be restricted to those types of duties (either the FLSA exempt or non-exempt position/duties) for the duration of their deployment. An FLSA exempt DHS SCF member may only be assigned duties that change their FLSA status during a deployment by either:

- The FCO, or their designee; or
- The Chief of Staff of the JFO or Joint Recovery Office (JRO).

When an DHS SCF member reaches the biweekly or annual premium pay cap, FEMA may still require the DHS SCF member to perform work, including overtime work, without further compensation. In such circumstances, DHS SCF members are compensated to the greatest extent authorized by statute.

Overtime

DHS SCF members may only work overtime if the DHS SCF member's TDS orders and approves the work in advance. DHS SCF members may only claim overtime in accordance with their approved work schedule. The TDS must confirm their overtime approval to the amount authorized by the Federal Coordinating Officer, or designee. The TDS must capture all overtime requirements in writing using *FEMA Form FF-201-FY-100, Surge Capacity Force Biweekly Time and Attendance*. As much as possible, the TDS should limit the amount of overtime scheduled.

The TDS is responsible for monitoring and assigning overtime work. The TDS collects the weekly or biweekly work scheduled for DHS SCF members and assists in approving overtime work, as necessary. Employees should not perform overtime work unless that overtime work is ordered and approved in advance. DHS SCF members may not authorize their own overtime. If an DHS SCF member works unauthorized overtime, the TDS must ensure the DHS SCF member immediately stops working the unauthorized overtime and elevate the issue to FEMA's ORR/FOD for consideration of demobilization and recoupment. FEMA ORR/FOD then must notify FEMA OCCHCO to provide situational awareness. The TDS reserves the right to disapprove timecards with unauthorized overtime until they are adjusted correctly.

Overtime for the Home Agency

If a Department of Homeland Security (DHS) Surge Capacity Force (SCF) member's supervisor at their DHS component or other federal agency (OFA) requires a DHS SCF member to perform overtime work in excess and separate from the DHS SCF member's deployment duties, the contributing DHS component or OFA is responsible for funding the cost associated with such overtime work.

Call-Back Overtime

FEMA may place DHS SCF members in an on-call status to field time-sensitive assignments that occur after duty hours. FEMA ORR/FOD must approve any on-call overtime claims before the DHS SCF member and TDS completes and signs their *FEMA Form FF-201-FY-21-100*.

Call-Back Status

FEMA considers DHS SCF members off-duty, and any time spent in an on-call status is not considered hours of work if:

- The DHS SCF member is permitted to have an electronic device upon which they can be contacted; or
- The DHS SCF member is allowed to make arrangements for another employee to perform any work that arises.

Overtime Compensation

When an DHS SCF member is required to work while on call, the DHS SCF member is compensated for the unscheduled overtime work, provided the work is substantial in nature and can be verified as complete by the TDS. DHS SCF members who are asked to perform overtime work remotely, may be eligible for overtime compensation, but not call-back overtime. Call-back overtime provisions do not apply to overtime work performed by the DHS SCF member when the DHS SCF member is not physically called back to a FEMA facility. Any work performed outside a DHS SCF member's regular tour of duty, including checking or monitoring of electronic devices and responding to emails, is only compensable if the DHS SCF member's TDS approved the overtime work in advance.

Call back overtime work is deemed to be not less than two hours in duration for paid overtime. For an DHS SCF member to work callback overtime, the TDS must:

- Direct a DHS SCF member to work outside the basic workweek or workday and the overtime is not immediately before or after the regular work week or workday;
- Call a DHS SCF member back to work on a day not originally scheduled as a workday; or
- Call a DHS SCF member back to work for additional duty later in the day after a normal workday schedule is completed, and after the DHS SCF member departed.

If, during a single call-back, the DHS SCF member works for more than two hours, and the time is continuous, the DHS SCF member must be compensated for the actual time worked. A DHS SCF member who is called back to work more than once during the same day is entitled to call-back overtime pay for each time the DHS SCF member is called back. Call-back overtime is not conditioned on the actual performance of work.

Call-Back on a Holiday

If call-back work performed on a holiday does not exceed two hours and takes place wholly within the hours which coincide with the DHS SCF member's daily tour of duty, the DHS SCF member's entitlements to holiday premium pay and call-back overtime pay are considered to be co-extensive. In this case, the DHS SCF member will be paid for two hours at the holiday premium pay rate.

A DHS SCF member who is called back multiple times during a holiday is entitled to a minimum of two hours of holiday premium pay each time the DHS SCF member is called

back. The total must not exceed the non-overtime hours of the DHS SCF member’s daily work.

If the holiday call-back work spans both non-overtime and overtime hours, that portion which coincides with the employee’s non-overtime hours (not to exceed eight hours) will be paid at the holiday premium pay rate and the overtime portion will be paid at the overtime rate.

Night Differential

An DHS SCF member may receive night differential if their TDS schedules them for night work, between 1800. and 0600. A DHS SCF member is entitled to night differential only if, and to the extent, night work is ordered and approved in advance of the administrative workweek, and actually performed.

A DHS SCF member is also entitled to night differential if the DHS SCF member is temporarily assigned during the current administrative workweek to a daily tour of duty that includes nightwork. This temporary change in a daily tour of duty within the DHS SCF member’s regularly scheduled administrative workweek is distinguished from a period of irregular or occasional overtime work in addition to the employee's regularly scheduled administrative workweek.

A DHS SCF member’s work schedule may specify a number of night work hours. If a TDS orders a DHS SCF member to work a schedule with night work, the number of night hours specified in the schedule sets the maximum amount of night differential that may be claimed. Any additional hours of work ordered between 1800 and 0600 must be recorded as overtime hours or regular time as appropriate. A DHS SCF member is also entitled to night differential when they are excused from regularly scheduled nightwork on a holiday (i.e., excused federal holiday) or on a day they were regularly scheduled to conduct nightwork, but the day is later determined to be a non-workday by Executive Order.

Table 8 captures the night differentials rates of pay for DHS SCF members.

Table 8: Rates for Night Differentials

Prevailing Rate Status	Rate of Pay
Department of Homeland Security (DHS) Surge Capacity Force (SCF) Member Without Prevailing Rate	The DHS SCF member is entitled to pay at the DHS SCF member’s basic rate of pay plus a night differential amounting to 10 percent of the DHS SCF member’s rate of basic pay.
DHS SCF Member with Prevailing Rate	The DHS SCF member is entitled to pay at the DHS SCF member’s scheduled rate of pay plus a night differential amounting to: <ul style="list-style-type: none"> • 7.5 percent for regularly scheduled non-overtime work if a majority of the work hours are between 1500 and 0000; or • 10 percent for regularly scheduled non-overtime work if a majority of the work hours are between 2300 and 0800.

Night pay differential is in addition to overtime pay, Sunday premium pay, and holiday premium pay, and is not included in the rate of basic pay used to compute premium pay. However, for prevailing rate DHS SCF members, night differential is included in their rate of basic pay and is used as a basis for computing premium pay.

Sunday Premium Pay

A DHS SCF member may only claim Sunday premium pay if their TDS assigns them to a work schedule, prior to the administrative work week, that includes work on Sunday. A TDS may modify a DHS SCF member's work schedule from a Traditional Work Schedule to one that includes work on Sunday only to meet mission requirements. A TDS may assign a DHS SCF member to a Sunday through Thursday or Wednesday through Sunday schedule. For additional information on work schedules, please refer to Appendix H: DHS Surge Capacity Force Member Work Schedule.

Sunday premium pay may only be paid for "Sunday Work." "Sunday Work" is non-overtime work performed during a DHS SCF member's regularly scheduled daily tour of duty when any part of that is scheduled on a Sunday. Any part of Sunday is defined as:

- A regularly scheduled daily tour of duty begins on a Saturday but continues into Sunday, or
- A regularly scheduled Monday tour of duty starts in the last few minutes of Sunday.

Sunday Premium Pay Rate

The Sunday premium pay equals a Department of Homeland Security (DHS) Surge Capacity Force (SCF) member's rate of basic pay plus premium pay at a rate of 25 percent of the DHS SCF member's rate of basic pay for each hour of non-overtime work performed during the employee's daily tour of duty when any part of that daily tour of duty is on a Sunday. All Sunday pay premium is credited in 15-minute increments.

In the event a DHS SCF member receives orders to work on a Sunday when working a Traditional Work Schedule, the DHS SCF member must record those hours as overtime hours.

A DHS SCF member may only receive Sunday premium pay when they actually work on a Sunday according to their tour of duty. If a DHS SCF member does not work during the DHS SCF member's Sunday tour of duty because the DHS SCF member is on paid leave, excused absence, or Sunday is a holiday, the DHS SCF member is not entitled to Sunday premium pay.

Sunday premium pay is in addition to holiday premium pay, overtime pay, and night differential. Sunday premium pay is not included in the rate of basic pay used to compute premium pay.

Holiday Premium Pay

A DHS SCF member who performs non-overtime work on a holiday may receive holiday premium pay. The TDS must schedule the DHS SCF member to work on the holiday to receive the premium pay. A DHS SCF member who is called back to work on a holiday is entitled to at least two hours of holiday premium pay. A DHS SCF member is entitled to compensation for overtime work on a holiday at the same rate as overtime work on other days.

Holiday Premium Pay Rate

Holiday premium pay is the rate of the Surge Capacity Force member's basic pay plus premium pay at a rate equal to their rate of basic pay, for holiday work that does not exceed eight hours. All holiday premium pay is credited in 15-minute increments.

If the President issues an Executive Order closing Federal Departments and agencies for all or part of a workday, employees are excused from duty during such periods, unless they are designated as emergency employees. Executive Orders that provide this time off will be treated like a holiday for pay and leave purposes. Employees who are required to work during their basic tour of duty on such days are entitled to holiday premium pay. Table 9 provides a list of recognized holidays, for which DHS SCF members may receive holiday premium pay.

Table 9: Federal Holidays

Holiday
New Year's Day
Birthday of Martin Luther King, Jr.
Presidential Inauguration (Department of Homeland Security Surge Capacity Force members working in the Washington, DC area are entitled to this holiday)
Washington's Birthday
Memorial Day
Juneteenth
Independence Day
Labor Day
Columbus Day
Veterans Day
Thanksgiving Day
Christmas Day

Holiday premium pay is in addition to premium pay for overtime pay, Sunday premium pay, and night differential. Holiday premium pay is not included in the rate of basic pay used to compute premium pay.

Waiving the Biweekly Premium Pay Cap

Title 5 employees are subject to a biweekly and annual premium pay cap. The biweekly premium pay cap may be waived for emergency or mission critical work.

The DHS Chief Human Capital Officer (CHCO) has delegated authority to waive the biweekly premium pay cap for emergency or mission critical work for DHS employees and

components under 5 U.S.C § 5547(b) and 5 C.F.R. § 550.106. As necessary, FEMA coordinates with DHS to waive the biweekly premium pay cap.

The DHS CHCO does not have the authority to waive the biweekly premium pay cap for DHS SCF members from OFAs. OFAs should develop and institute policies and procedures to waive the biweekly premium pay cap for emergency or mission critical work performed by DHS SCF members in alignment with DHS waivers. DHS components and OFAs must provide FEMA ORR/FOD and OCFO with a copy of a valid biweekly premium pay cap waiver before receiving any reimbursement for premium pay above the biweekly premium pay cap.

While the biweekly premium pay cap can be waived, there are no provisions for waiving the annual premium pay cap. The contributing DHS Component or OFA is responsible for ensuring DHS SCF members do not exceed the applicable biweekly or annual premium pay cap. It is a recommended best practice that agencies withhold biweekly premium pay until the end of the calendar year to ensure that they do not violate the annual premium pay cap. Agencies should develop processes and tools to monitor premium pay. For more information on premium pay, please see DHS Policy Directive 253-07: Deferring Payment of Additional Premium Pay When Annual Premium Pay Cap Applies.

CHAPTER 7: DEMOBILIZATION

The demobilization process is important for maintaining accountability among DHS SCF members. When DHS SCF members demobilize, most will do so on predetermined dates. DHS Components and OFAs are provided demobilization dates for their participating staff at the time of their deployment and are reminded of the demobilization dates through coordination between the SCF Section.

DHS SCF members should coordinate with their TDS and SCF Crew Lead regarding their checkout process, including the return of any issued equipment and FEMA issued clothing. For field deployments, all DHS SCF members must return equipment at approved IT and Accountable Property Officer (APO) locations such as the JFO, IOF, or branch office. DHS SCF members will submit their final time and attendance form to their TDS in accordance with normal procedure. The checkout process also includes other administrative tasks, including completing travel vouchers.

Demobilization Responsibilities and Tasking

The DHS SCF team in the field execute their responsibilities to ensure DHS SCF members demobilize. Table 10 lists the roles and responsibilities of DHS SCF and field management during demobilization.

Table 10: DHS SCF Member Demobilization Roles and Responsibilities

Position	Role or Responsibility
Surge Capacity Force (SCF) Manager	<ul style="list-style-type: none"> Ensures the demobilization plan is properly implemented. Provides support to other roles, as required. Reports daily to Chief of Staff and other stakeholders on demobilization progress.
SCF Specialist	<ul style="list-style-type: none"> Provides appropriate support during demobilization process, including assistance with coordinating transportation and lodging needs.
SCF Crew Lead	<ul style="list-style-type: none"> Maintains positive contact with and visibility on all personnel demobilizing. Facilitates equipment return at Accountable Property Officer (APO)/Information Technology (IT) locations to receive Department of Homeland Security (DHS) SCF members and facilitate bookings for lodging or transportation. Is present on all demobilization dates and as requested for early demobilizations. Escalates issues to SCF Manager, as needed.
Temporary Duty Supervisor	<ul style="list-style-type: none"> Directs DHS SCF members to request checkout from the deployment in the Deployment Tracking System (DTS). Identifies DHS SCF members for demobilization in the case of lack of work.
DHS SCF Member	<ul style="list-style-type: none"> Informs Federal Emergency Management Agency (FEMA) supervisor of demobilization date no later than one week in advance and discuss transition of duties. Ensures all duties are appropriately turned over or closed out. Returns equipment as it was issued; log out of phone devices or provide phone identification (ID) information, and submit missing/damaged equipment reports, as appropriate. Books travel home according to home agency's policy and procedures. Checks out of DTS, returns equipment, and demobilizes upon arrival at home of record.

Demobilization Conditions

The DHS SCF program demobilizes DHS SCF members once they complete their deployment or due to an extenuating circumstance. The DHS SCF program coordinates with their counterparts in the field to ensure demobilization takes place in accordance with established FEMA and DHS SCF program regulations. DHS SCF member demobilization occurs:

- At the completion of the DHS SCF member's deployment term, including any extensions;
- If the DHS SCF member needs to take leave for more than two consecutive days (i.e., sick leave, leave under the Family Medical Leave Act (FMLA), Leave Without Pay, military leave, or court leave);
- If there is a lack of work for all deployed DHS SCF members:
 - The TDS will work with their leadership to determine the updated number of DHS SCF members needed for operations.
 - The TDS will develop rightsizing plans in advance to ensure fairness, impartiality, and will work with their leadership to objectively select the DHS SCF members who are no longer needed for their operations.
 - The TDS will coordinate with DHS SCF management staff regarding reassignment or the demobilization process;
- If there is a performance issue, a disciplinary action is taken, misconduct is alleged that involves risk to life or property, or substantiated misconduct;
- In the event a DHS SCF member is designated as non-exempt from a lapse in appropriations;
- In the event of an injury or illness; or
- If the contributing DHS component or OFA requests the demobilization of a DHS SCF member.

Early Demobilization Requests

The Department of Homeland Security (DHS) Surge Capacity Force (SCF) member should notify their SCF Crew Lead as soon as possible of early demobilization request, date, and reason. SCF Crew Leads coordinate with other DHS SCF management as appropriate. The SCF Crew Lead will follow up with the DHS SCF member to explain the demobilization process and secure needed transportation and assistance.

Checkout

Once conditions for demobilization are met, the DHS SCF member checks out of the incident and demobilizes. The checkout process requires coordination between the DHS SCF member, TDS, SCF Crew Lead, the cadre, and the DHS SCF member's home agency. The process begins several days before the DHS SCF member's deployment is scheduled to end. Table 11 outlines the DHS SCF member's process to check out of their deployment.

Table 11: DHS SCF Member Checkout Process

Step	Action(s) Taken
Step 1: Informing the Temporary Duty Supervisor (TDS) of Demobilization Date	Department of Homeland Security (DHS) Surge Capacity Force (SCF) members inform their TDS of their upcoming demobilization no later than one week in advance of their demobilization date. SCF Crew Lead will provide DHS SCF members instructions on how to return their Federal Emergency Management Agency (FEMA)-issued equipment, including location. Once the equipment has been returned, DHS SCF members inform their SCF Crew Leads who coordinate with other DHS SCF management as appropriate.
Step 2: Closeout and Transition	DHS SCF members conduct and complete all closeout or transition procedures, and hand over deployment responsibilities to the appropriate individual(s).
Step 3: Checkout	When DHS SCF members leave the worksite for the last time, their TDS directs them to request a checkout from deployment in the Deployment Tracking System (DTS). The DHS SCF members will select the “Job Complete” option in DTS. The checkout process is not complete until a FEMA official approves the checkout request in DTS. Once a DHS SCF member’s checkout request is approved, the DHS SCF members are responsible for making travel arrangements to their permanent official duty station or residence of record. All travel arrangements should be made through the DHS SCF member’s home agency TMS and comply with FEMA travel policy.
Step 4: Travel and Equipment Return	DHS SCF members travel from the lodging closest to their worksite to the closest approved location to turn in their equipment on the day indicated as “Equipment Return.” Equipment returns will likely occur at the Branch Office DHS SCF members are assigned to, or the Joint Field Office (JFO). The equipment return process is facilitated by an SCF Crew Lead at that location, as needed. Upon arrival, the DHS SCF members will complete any required paperwork. To get to the equipment return location DHS SCF members will use the vehicles authorized to them. If there is a transportation shortage, the assigned SCF Specialists should be notified as soon as possible in order to coordinate the movement.
Step 5: Lodging	DHS SCF members follow their home agency’s policy and procedure to acquire lodging in the case it is needed for checkout.
Step 6: Traveling Home	DHS SCF members travel to the airport and ensure the return of rental vehicles. If it is not possible to travel in a rental vehicle to the airport, DHS SCF members may travel in taxi, airport shuttle, or by other means, provided they submit the receipt in their final voucher. If a vehicle is being returned to a different location than originally rented from, DHS SCF members should consult the SCF Crew Lead and their home agency liaison regarding any additional documentation for vouchering purposes.
Step 7: Reporting Travel Issues and Demobilization	DHS SCF members report travel issues to the appropriate DHS SCF program contacts. Upon arriving at their home of record, DHS SCF members must log into DTS and demobilize from their deployment. The DHS SCF members will then be immediately listed as available in DTS, unless any individual DHS SCF member has approved non-availability. However, DHS SCF members are encouraged to request that they be made unavailable in DTS if they are not available to immediately re-deploy. DHS SCF members should then contact their DHS SCF point of contact (POC) to ensure their status is saved correctly in DTS.
Step 8: Exit Survey	FEMA sends the DHS SCF members an exit survey on their deployment experience. The answers to that survey will be included in the after-action report (AAR) for this DHS SCF activation.

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APPENDIX A: ACRONYMS

AAR	After-Action Report
ACQ	Acquisitions
ADR	Alternative Dispute Resolution
ALC	Agency Location Code
APO	Accountable Property Officer
CAC	Common Access Card
CFR	Code of Federal Regulations
CHCO	Chief Human Capital Officer
DEC	Disaster Emergency Communications
DFTO	Disaster Field Training Operations
DHS	Department of Homeland Security
DI	Disability Integration
DOD	Department of Defense
DRF	Disaster Relief Fund
DRM	Disaster Recovery Manager
DSA	Disaster Survivor Assistance
DTS	Deployment Tracking System
EA	External Affairs
EAP	Employee Assistance Program
eCAPS	Enterprise Coordination and Approval Processing System
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EHP	Environmental Planning and Historic Preservation
EMI	Emergency Management Institute
ER	Equal Rights
ESD	Enterprise Service Desk
FCO	Federal Coordinating Officer
FEB	FEMA Exercise Branch

FEMA	Federal Emergency Management Agency
FFC	FEMA Finance Center
FL	Field Leadership
FLSA	Fair Labor Standards Act
FM	Financial Management
FMLA	Family Medical Leave Act
FOD	Field Operations Directorate
FTE	Full-Time Equivalent
GARS	Government Administrative Rate Supplement
GSA	General Services Administration
HM	Hazard Mitigation
HQ	Headquarters
HR	Human Resources
HSPD	Homeland Security Presidential Directive
IA	Individual Assistance
IBA	Individually Billed Account
ICE	Immigration and Customs Enforcement
ID	Identification
IFMIS	Integrated Financial Management Information System
IM	Incident Management
IMSK	Incident Management and Support Keystone
IOF	Initial Operating Facility
IPAC	Intra-Governmental Payment and Collection
IRWA	Interagency Reimbursable Work Agreement
IS	Incident Support
IT	Information Technology
JFO	Joint Field Office
JRO	Joint Recovery Office
LOG	Logistics
MA	Mission Assignment

M&IE	Meals and Incidental Expenses
MOU	Memorandum of Understanding
MSAS	Mission Support Augmentee Specialists
NDRF	National Disaster Recovery Framework
NDRS	National Disaster Recovery Support
NED	National Exercise Division
NEMIS	National Emergency Management Information System
NGO	Non-Governmental Organizations
NIMS	National Incident Management System
NRCC	National Response Coordination Center
NRF	National Response Framework
OCAO	Office of Chief Administrative Officer
OCC	Office of Chief Counsel
OCCHCO	Office of the Chief Component Human Capital Officer
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OCSO	Office of the Chief Security Officer
OEA	Office of External Affairs
OER	Office of Equal Rights
OFA	Other Federal Agency
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPR	Office of Professional Responsibility
OPS	Operations
ORR	Office of Response and Recovery
OT	Overtime
PA	Public Assistance
PFT	Permanent Full-Time
PII	Personally Identifiable Information
PIV	Personal Identity Verification

PIV-I	Personal Identity Verification Interoperable
PKI	Public Key Infrastructure
PL	Planning
PMC	Personnel Mobilization Center
POC	Point of Contact
PPD	Presidential Policy Directive
PSMA	Pre-Scripted Mission Assignment
PTB	Position Task Book
QRG	Quick Reference Guide
ROSM	Recovery Operations Support Manual
RRF	Resource Request Form
RSOI	Reception, Staging, Onward Movement, and Integration
SAF	Safety
SCF	Surge Capacity Force
SEC	Security
SLTT	State, Local, Tribal, and Territorial
SRM	Service Request Management
TAS	Treasury Account Symbol
TDS	Temporary Duty Supervisor
TDY	Temporary Duty
TMS	Travel Management Service
TSA	Transportation Security Administration
UCG	Unified Coordination Group
USCG	United States Coast Guard
USCIS	United States Citizenship and Immigration Services
USSS	United States Secret Service
WMD	Workforce Management Division
WOSB	Workforce Operations Support Branch

APPENDIX B: GLOSSARY

Ancillary Support. Positions that, in their steady-state and/or incident roles, continue to deliver the incident-specific mission of their program office during disaster operations (e.g., cadre management personnel or National Processing Service Center [NPSC] staff).

Cadre. Organizational grouping of Federal Emergency Management Agency (FEMA) employees by operational or programmatic functions for position management, recruitment, and readiness activities.

Check-in. A requirement for responders when they arrive at their temporary lodging or duty station. Department of Homeland Security Surge Capacity Force members log in to the Deployment Tracking System (DTS) Responder Portal to update their status to deployed and report to their temporary duty (TDY) supervisor (TDS) upon arrival at the TDY station.

Checkout. Action taken by a responder in the DTS Responder Portal upon approval and release from deployment. Also referred to as a request to check out.

Daily Accountability. A requirement for deployed responders to log into the DTS Responder Portal on a daily basis as soon as possible after 0500 (local time) to confirm or update deployment information.

Demobilize. Requirement for responders when they have arrived at their home or permanent duty location to log into the DTS Responder Portal and update their status from “deployed, checked out” to “demobilized.”

Department of Homeland Security (DHS). The parent agency of FEMA, Tier 3 components and staff, and the DHS SCF program.

Deployed. The status of a FEMA responder who has checked in at his/her TDY station or temporary lodging.

Deployment. The process through which FEMA mobilizes responders to a TDY station via deployment requests from FEMA’s DTS.

Enterprise Coordination and Approvals Processing system (eCAPS). Electronic web-based application that consolidates the commitment of services and supplies and the processing of Mission Assignments to include preparation, routing, and approvals of funding. It allows for greater transparency and speed in processing requisitions and commitments for services and supplies.

FEMA Qualification System (FQS). A performance-based system that tracks qualification requirements for specific FQS positions and the qualifications awarded to employees at those positions. Qualification is awarded based on prerequisite FQS experience, FQS required training, and demonstrated performance.

Field Operations Directorate (FOD) Operations Cell. Informally known as the FOD Adjudication Cell or FOD Coordination Cell, is a central cell which serves in a coordination capacity among FOD components, the National Response Coordination Center (NRCC), cadres, impacted or potentially impacted regions, and event-level staff during complex, multi-state, or multi-regional incidents.

Incident Management (IM). Incident-level operation of the federal role in incident response, recovery, logistics, and mitigation. Responsibilities include: the direct control and employment of resources, management of incident offices and operations, and delivery of federal assistance through all phases of incident response.

Incident Workforce. Individuals assigned to perform disaster-related duties in FEMA incident operations.

Integrated Financial Management Information System (IFMIS). FEMA's official accounting system that maintains all financial data and is the source of financial data for both internal and external financial reporting.

Joint Field Office (JFO). A temporary federal facility established to provide a central point for federal, state, local, tribal, and territorial governments; private-sector organizations; and Non-Governmental Organizations (NGO) with responsibility for incident oversight, direction, and/or assistance to effectively coordinate and direct prevention, preparedness, response, and recovery actions. Typically, the JFO is located at or near the incident area of operations.

Personnel Mobilization Center (PMC). The location where reception, staging, onward movement, and integration (RSOI) support functions are implemented.

Premium Pay. The cumulative monetary value of earned hours of compensatory time off and additional pay for holiday work, work on Sunday, administratively uncontrollable overtime work, or availability duty. This excludes overtime pay paid to employees under the Fair Labor Standards Act and compensatory time off earned in lieu of such overtime.

Reception, Staging, Onward Movement, and Integration. The setup and operation of on- or off-incident locations at which incident workforce personnel are processed, trained, and equipped prior to assuming their assigned incident roles and responsibilities.

Reservists. Employees appointed under Stafford Act authority who work intermittently as required during incident management operations. Reservists hold at least one IM position title and are not assigned roles in other emergency management categories.

Surge Capacity Force (SCF). SCF, 6 U.S.C. § 711 authorizes DHS to establish and implement a DHS SCF for deployment of individuals to respond to natural disasters, acts of terrorism, and other human-caused disasters, including catastrophic incidents. SCF is a DHS program that is managed by FEMA. SCF is activated by the DHS Secretary and may be activated for a time period not to exceed 45 days. DHS SCF is made up of members who volunteer from DHS components and other federal agencies (OFA) to augment FEMA staff in various cadres during a time of disaster.

Tier 1. Tier 1 consists of FEMA personnel with primary and subordinate Incident Management (IM)/Support (IS) workforce titles. This includes Permanent Full-Time (PFT), Cadre of on-call Response and Recovery Employees (CORE), and Reservists.

Tier 2. Tier 2 consists of other FEMA Headquarters Full Time Employee (FTE) serving as an internal surge disaster staffing support. This includes PFT COREs.

Tier 3. The designation for non-FEMA DHS components and their permanent employees who participate in the DHS SCF program (United States Customs and Border Protection [USCBP], United States Coast Guard [USCG], United States Citizenship and Immigration Services [USCIS], Immigration and Customs Enforcement [ICE], DHS HQ, United States Secret Service [USSS], Federal Law Enforcement Training Center [FLETC], Transportation Security Administration [TSA], Cybersecurity and Infrastructure Agency [CISA]).

Tier 4. The designation for non-FEMA, non-DHS organizations and their federal executive permanent employees who participate in the DHS SCF program.

WebEOC. WebEOC is a web-enabled crisis information management system that provides real-time information sharing include situational awareness, planning, and resource requests.

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APPENDIX C: AUTHORITIES AND FOUNDATIONAL DOCUMENTS

Authorities

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended, 42 U.S.C. §§ 5121-5207)

The Stafford Act authorizes the programs and processes by which the Federal Government provides disaster and emergency assistance to state and local governments, tribal nations, eligible private non-governmental organizations (NGO), and individuals affected by a declared major disaster or emergency. The Stafford Act covers all hazards, including natural disasters and terrorist events.

Homeland Security Act (Public Law 107-296, as amended, 6 United States Code (U.S.C.) §§ 101, *et seq.*)

The Homeland Security Act of 2002 created the Department of Homeland Security (DHS) as an executive department of the Federal Government. The Homeland Security Act consolidated component agencies, including the Federal Emergency Management Agency (FEMA), into DHS. The DHS Secretary is the head of DHS and has direction, authority, and control over it. All functions of all officers, employees, and organizational units of DHS are vested in the DHS Secretary.

Surge Capacity Force, 6 U.S.C. § 711

Authorization to plan and implement the DHS Surge Capacity Force (SCF) for deployment of individuals to respond to natural disasters, acts of terrorism, and other human-caused disasters, including catastrophic incidents.

Equal Pay Act of 1963, as amended 29 U.S.C. § 206(d)

The Equal Pay Act of 1963 prohibits sex-based wage discrimination between men and women in the same establishment who perform jobs that require substantially equal skill, effort and responsibility under similar working conditions.

Age Discrimination in Employment Act of 1967, 29 U.S.C. §§ 621, *et seq.*

The Age Discrimination in Employment Act of 1967 promotes employment of older persons based on their ability rather than age; to prohibit arbitrary age discrimination in employment; to help employers and workers find ways of meeting problems arising from the impact of age on employment.

Section 501 of the Rehabilitation Act, 29 U.S.C. § 791

Section 501 of the Rehabilitation Act prohibits employment discrimination against individuals with disabilities in the federal sector.

Title II of the Genetic Information Nondiscrimination Act of 2008, 42 U.S.C. §§ 2000ff, *et seq.*

Title II of the Genetic Information Nondiscrimination Act establishes that It must be an unlawful employment practice for an employer to fail or refuse to hire, or to discharge, any employee, or otherwise to discriminate against any employee with respect to the compensation, terms, conditions, or privileges of employment of the employee, because of genetic information with respect to the employee; or to limit, segregate, or classify the employees of the employer in any way that would deprive or tend to deprive any employee of employment opportunities or otherwise adversely affect the status of the employee as an employee, because of genetic information with respect to the employee. It also establishes that it is an unlawful employment practice for an employer to request, require, or purchase genetic information with respect to an employee or a family member of the employee, except in certain circumstances as outlined in the text of the Act.

Title VII of the Civil Rights Act of 1964, 42 U.S.C. §§ 2000e, *et seq.*

Title VII of the Civil Rights Act prohibits employment discrimination based on race, color, religion, sex and national origin.

Regulations

Title 44 of the Code of Federal Regulations (C.F.R.), Emergency Management and Assistance

The C.F.R. is a codification of the general and permanent rules and regulations published in the Federal Register that contain basic policies and procedures. Title 44 is titled, “Emergency Management and Assistance,” and Chapter 1 of Title 44 contains the regulations issued by FEMA, including those related to implementing the Stafford Act.

29 C.F.R. Chapter XIV, Equal Employment Opportunity Commission

The regulations set forth in this part contain the procedures established by the Equal Employment Opportunity Commission for carrying out its responsibilities in the administration and enforcement of title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act of 1990, and the Genetic Information Nondiscrimination Act of 2008.

Title 5 of the U.S.C, Government Organizations and Employees

Title 5 of the U.S.C. is where the laws relating to the organization of the Government of the United States and to its civilian officers and employees, generally, are revised, codified, and enacted.

Title 5, CFR, Administrative Personnel

This part of Title 5 lays contains the principal set of rules and regulations issued by federal agencies regarding administrative personnel.

Policies

Homeland Security Presidential Directive 5 (HSPD-5), “Management of Domestic Incidents,” February 2003

HSPD-5 enhances the ability of the United States to manage domestic incidents by directing the establishment of a single, comprehensive National Incident Management System (NIMS). This management system is designed to cover the prevention of, preparation for, response to, and recovery from terrorist attacks, major disasters, and other emergencies. The system allows all levels of government throughout the nation to work together efficiently and effectively. The directive gives further detail on which government officials oversee and have authority for various parts of the NIMS, and it makes several amendments to various other Homeland Security Presidential Directives.

Presidential Policy Directive 8 (PPD-8), “National Preparedness,” March 2011

PPD-8 is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters. PPD-8 mandates the National Preparedness System and the National Preparedness Goal.

FEMA Directive 123-0-2-1, Personnel Standards of Conduct, October 2020

This directive sets forth FEMA’s policy for the general standards of conduct and ensures all personnel covered by this Directive are guided by the principles established in FEMA Policy 112-01, Publication 1, (We are FEMA). This Directive promotes professionalism and conforms to established ethical principles.

DHS Management Directive 0810.1, The Office of Inspector General, June 2004

This directive established DHS policy regarding the Office of Inspector General (OIG) and details the responsibilities and policies and procedures of that office.

DHS Directive 253-07, Deferring Payment of Additional Premium Pay When an Annual Premium Pay Cap Applies, September 2018

This directive establishes DHS policy regarding the payment of premium pay to ensure DHS components do not violate the annual premium pay cap.

FEMA Directive 141-1, Records Management Program, March 2014

This directive established DHS policy regarding the Records and Information Management (RIM) Program and sets forth the policies for managing records regardless of medium, lifecycle stage, or environment.

EEOC Management Directive 110, Federal Sector Complaints Processing Manual

EEOC Management Directive 110 provides federal agencies with Commission policies, procedures, and guidance relating to the processing of employment discrimination complaints governed by the Commission's regulations in 29 C.F.R.

FEMA Policy 104-010-2, Mission Assignments, August 2018

This policy establishes FEMA's approach to implement the MA program as authorized by the Stafford Act. The policy establishes the fiscal and administrative requirements and business standards associated with the MA program including the development, approval, issuance, execution, reimbursement, and closeout of an MA.

Doctrine

National Disaster Recovery Framework (NDRF), June 2016

The NDRF is a guide that enables effective recovery support to disaster-impacted states, tribes, territorial governments and local jurisdictions. The NDRF provides a flexible structure that enables Disaster Recovery Managers (DRM) to operate in a unified and collaborative manner. The NDRF also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

National Mitigation Framework, June 2016

The National Mitigation Framework establishes a common platform and forum for coordinating and addressing how the nation manages risk through mitigation capabilities and describes mitigation roles across the whole community. The National Mitigation Framework addresses how the nation will lessen the impact of disaster by developing, employing, and coordinating these capabilities to reduce loss of life and property.

National Response Framework (NRF), October 2019

The NRF provides foundational emergency management doctrine for how the Nation responds to all types of incidents. The NRF is built on scalable, flexible, and adaptable concepts identified in the NIMS to align key roles and responsibilities across the Nation. Since publication of the fourth edition of the NRF in 2019, disaster response operations have underscored the paramount importance of sustaining essential community lifelines. The NRF defines community lifelines as those services that enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security.

National Incident Management System (NIMS), November 2017

The NIMS is a set of principles that provides a systematic, proactive template for managing incidents and guiding government agencies at all levels, NGOs, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents—regardless of cause, size, location, or complexity—in order to reduce the loss of life or property and harm the environment.

FEMA Doctrine 112-01, FEMA Publication 1 (We are FEMA), November 2019

Publication 1 (Pub 1) is FEMA’s capstone doctrine. Pub 1 describes FEMA’s ethos and identifies FEMA’s core values of compassion, fairness, integrity, and respect. Pub 1 also delineates nine guiding principles that provide overarching direction to FEMA employees for the performance of their duties.

FEMA Incident Management and Support Keystone (IMSK), January 2011

The IMSK is the primary document from which all other FEMA disaster response directives and policies are derived. The IMSK describes how the response doctrine, articulated in the NRF, is implemented in FEMA disaster response operations.

Recovery Operations Support Manual (ROSM), December 2019

The ROSM describes how FEMA executes its recovery mission. The ROSM establishes a framework for enterprise-wide management of recovery operations and provides a foundation for risk-based decision making at all operational levels.

FEMA Mission Assignment Guide, September 2017

The Mission Assignment Guide provides an operational framework for the development, approval, issuance, execution, reimbursement, and closeout of a MA at the incident management (IM) and incident support (IS) levels.

FEMA Manual 123-6-4, Reasonable Accommodation Program, January 2015

This manual establishes the policy and procedures for FEMA on Reasonable Accommodation as it pertains to applicants for employment and employees. These employees must meet the definition of “employee” under 5 U.S.C. § 2105. This Manual also applies to employees hired under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, codified at 42 U.S.C. §§ 5121, *et seq.* FEMA employees as defined in Title 5 Section 2105 of the U.S.C., such as permanent full-time and part-time employees, CORE employees, reservists, disaster local hires and applicants for any of these positions at FEMA.

FEMA Deployment Guide, August 2019

This guide provides the administration, implementation, and oversight of FEMA’s deployment processes and procedures. The FEMA Deployment Guide addresses the authorities, roles, and responsibilities, resource requesting process, responder responsibilities, including availability and deployment and systems, and tools used in FEMA deployments.

FEMA Personnel Mobilization Guide, January 2017

This guide provides for the administration, implementation, and oversight of FEMA's mobilization support process for reception, staging, onward movement, and integration (RSOI) of its deployed incident workforce.

APPENDIX D: DHS SURGE CAPACITY FORCE PROGRAM DEPLOYMENT SUPPORT STRUCTURE

Introduction

This appendix provides an overview of the field organizational unit structures used when the Department of Homeland Security (DHS) Surge Capacity Force (SCF) is utilized. Figure 4 is a chart of the Headquarters (HQ) and Personnel Mobilization Center (PMC) unit structure; Figure 5 is a chart of the field unit structure.

The HQ and PMC unit structure outlined in Figure 5 are ultimately overseen by the SCF Section Chief and includes SCF Specialists that serve as Reports Specialists, Deployment Tracking System (DTS) and Administrative Specialists, and SCF Liaisons. The SCF Specialists support steady-state and disaster operations and coordinate with the DHS components, other federal agencies (OFA), and cadres.

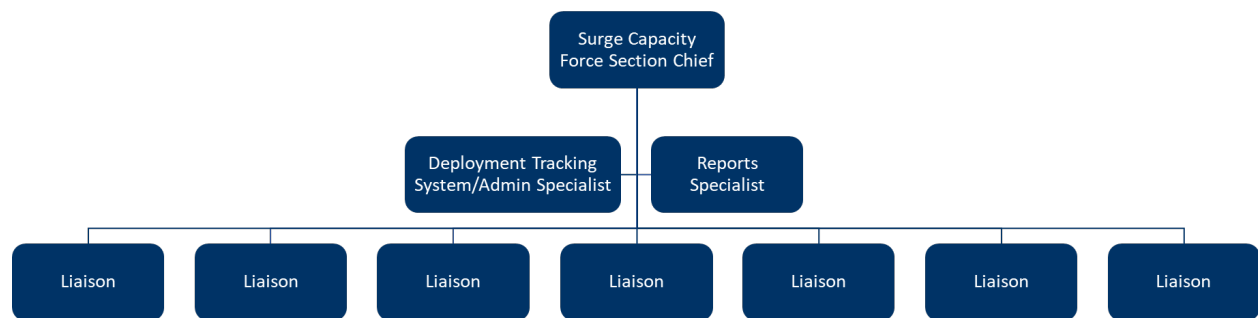


Figure 4: HQ and PMC Unit Structure Chart

Figure 6 depicts the DHS SCF deployment support structure that the SCF Section establishes when the DHS SCF is activated. The SCF Section's structure enables coordination between DHS SCF personnel deployed to the field, the SCF Section as a part of the Federal Emergency Management Agency (FEMA) Field Operations Directorate (FOD), and the DHS components and OFAs that deployed DHS SCF members. During a deployment, DHS SCF members will be overseen and supported by SCF Crew Leads, Specialists, and a temporary duty supervisor (TDS). This ensures that DHS SCF members are supported in the field and prepared to integrate into FEMA's program areas. DHS SCF members also integrate into FEMA's organizational structure where a TDS will be provided. DHS SCF members can support any part of FEMA's response and recovery organization, such as Operations and Logistics.

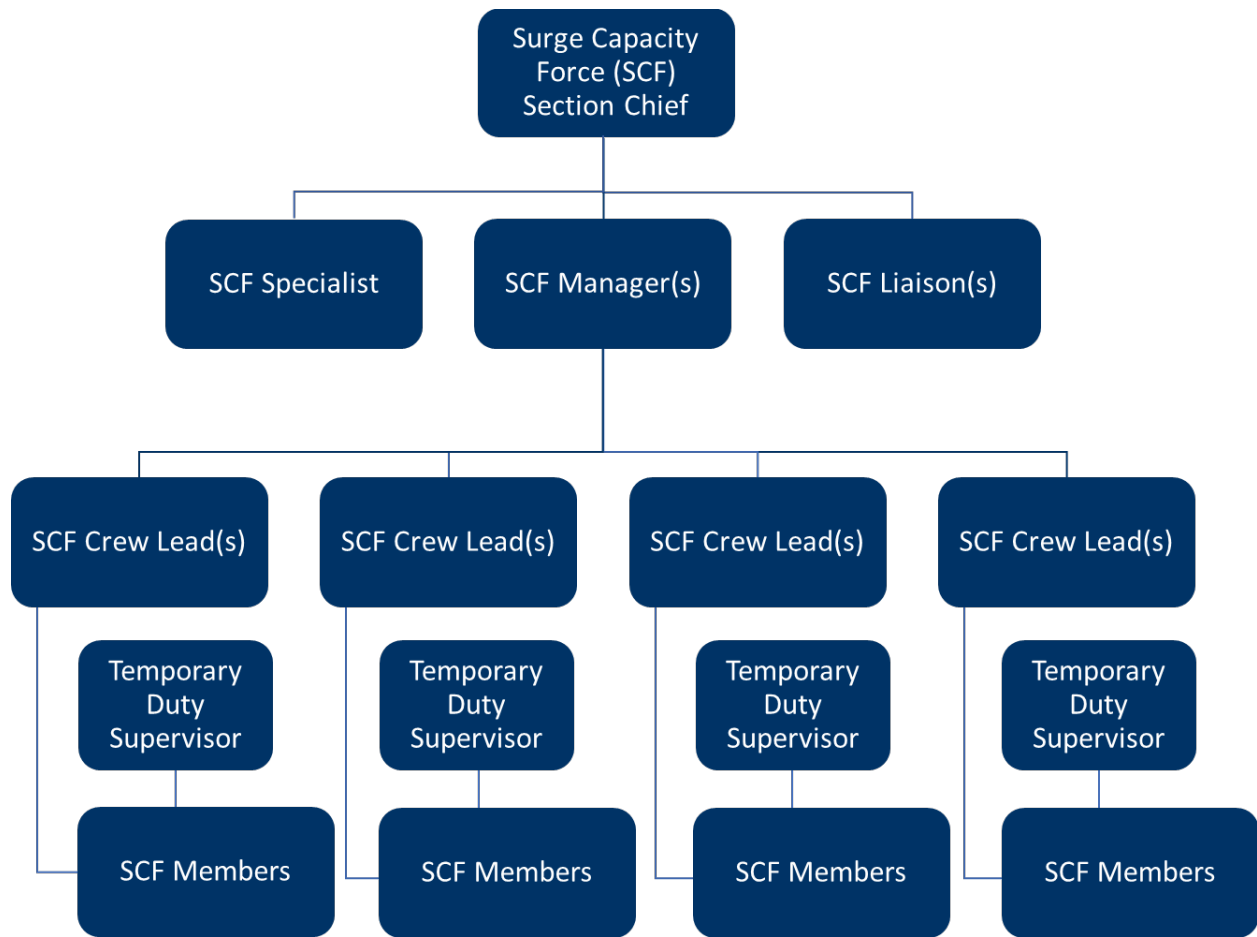


Figure 5: DHS SCF Deployment Support Structure

APPENDIX E: ROLES AND RESPONSIBILITIES OF DHS SURGE CAPACITY FORCE POSITIONS

The Department of Homeland Security (DHS) Surge Capacity Force (SCF) program contains multiple positions dedicated to ensuring the smooth integration of DHS SCF members into the Federal Emergency Management Agency's (FEMA) incident workforce in times of activation. The SCF Section is responsible for managing these positions, as well as the recruitment, training, and credentialing of any management position. Each of these positions are committed to upholding FEMA's core values of compassion, fairness, integrity, and respect as outlined in *FEMA Doctrine 112-01, Publication 1*. This appendix lists the roles and responsibilities for positions within the DHS SCF program, including assignment and staffing processes.

Organizing Operations on an Incident

DHS Surge Capacity Force Point of Contact

The DHS SCF point of contact (POC) is responsible for recruiting new DHS SCF members from their home agency and maintaining the agency DHS SCF roster.

During steady-state, the DHS SCF POC is responsible for:

- Recruiting new DHS SCF members from designated and eligible workforce;
- Communicating and verifying that DHS SCF members have completed the prerequisites before enrolling in the DHS SCF;
- Maintaining documentation of completed required training for all DHS SCF members;
- Maintaining a roster of all participating employees/members from their agency;
- Reviewing and executing Interagency Reimbursable Work Agreements (IRWA) for training missions for DHS SCF members;
- Participating in regular working group meetings led by the SCF Section at FEMA Headquarters (HQ);
- Socializing training opportunities to rostered DHS SCF members;
- Coordinating with the SCF Section and Mission Assignment Program staff to prepare and update Pre-Scripted Mission Assignments (PSMA);
- Preparing updated Quick Reference Guide for the agency's key policies;
- Conducting outreach and networking with employees at their DHS component or other federal agencies (OFA);
- Providing the SCF Section with the information for new DHS SCF members to create an account in the Deployment Tracking System (DTS) and providing regular updates to the SCF Section with any changes to employee information, including any employees that should be removed;
- Reviewing and approving or denying availability requests in accordance with their DHS component or OFA policy and guidance from the SCF Section; and

- Providing the SCF Section with a copy of supplemental policies and procedures upon their initial completion, and any subsequent updates.

During activation of the DHS SCF, the DHS SCF POC is responsible for:

- Confirming DHS SCF members listed as available in DTS are available to deploy;
- Providing SCF Liaisons with the list of personnel from their agency who are cleared to deploy;
- Reviewing and maintaining accountability for deployed personnel from their agency;
- Providing DHS SCF members from their agency with accurate, updated policies and procedures for booking travel and recording time and attendance, as well as other relevant guidelines;
- Providing approval to the SCF Liaison and SCF Manager for DHS SCF members to demobilize early;
- Providing guidance to the SCF Manager on administrative and conduct issues regarding DHS SCF members; and
- Approving all DHS SCF management deployments.

Surge Capacity Force Section Chief

The SCF Section Chief leads DHS SCF operations at FEMA HQ, the Personnel Mobilization Center (PMC), or the Joint Field Office (JFO) for the incident. The SCF Section Chief is responsible for managing all deployed DHS SCF personnel. The SCF Section Chief primarily works from FEMA HQ and reports to the Workforce Management Division (WMD) and Field Operations Directorate (FOD) leadership. The SCF Section Chief is responsible for:

- Managing DHS SCF personnel at all deployed sites of operation;
- Welcoming and acclimating DHS SCF members at the PMC or JFO;
- Coordinating and developing job assignments;
- Equipping SCF Specialists and members for their assignments;
- Ensuring the safety, security, and health of staff;
- Appropriately utilizing personnel inexperienced in the disaster environment; and
- Consistently reviewing DTS and reporting and monitoring onsite reports.

Surge Capacity Force Manager

The SCF Manager supports the SCF Section Chief by providing management and oversight to DHS SCF members and Crew Leads at the PMC and JFO. A trained DHS SCF management employee staffs this position. If the SCF Section Chief is not deployed to a JFO, the SCF Manager will serve as the highest point of contact for the incident. The SCF Manager is responsible for:

- Contacting and coordinating meetings, meet and greets, and briefings or overviews with SCF Crew Leads, branch supervisors, Temporary Duty Supervisors (TDS), and other leads to support and meet with the DHS SCF members in the field;
- Managing SCF Crew Leads;

- Ensuring accountability for all SCF Crew Leads and DHS SCF members;
- Conducting regular daily check-ins with SCF Crew Leads to disseminate information and providing a regular point of contact;
- Managing escalated issues and coordinating actions with the SCF Section and DHS and OFA personnel;
- Ensuring accurate and updated information is available to DHS SCF members on their home agency's policies and procedures;
- Collecting and addressing reports from SCF Crew Leads on assignment or duty location changes, planned demobilizations, and member concerns or issues; and
- Coordinating with the Chief of Staff and SCF Section liaison on issues or concerns that arise.

Surge Capacity Force Crew Lead

The SCF Crew Lead will be the direct POC for all DHS SCF members once they arrive at the PMC or duty station. SCF Crew Leads report to the SCF Manager in the field or the SCF Section Chief/PMC Manager at the PMC. The SCF Crew Leads provide leadership and support to the DHS SCF members. The SCF Crew Lead will typically be a FEMA employee, but SCF Crew Leads may be DHS component employees. All SCF Crew Leads must complete the required crew lead training to ensure they are prepared to manage their assigned DHS SCF members.

At the Personnel Mobilization Center

SCF Crew Leads at the PMC are assigned to incoming teams of DHS SCF members to guide them through the reception, staging, onward movement, and integration (RSOI) process. Every DHS SCF member will be assigned an SCF Crew Lead and a mobilization team while at the PMC. SCF Crew Leads are responsible for the safety of the DHS SCF members on their team and for maintaining constant accountability of their teams. SCF Crew Leads assigned to the PMC will orient their teams on in-processing, facilities, and accountability. The SCF Crew Lead is also responsible for:

- Creating call-down or distribution lists for emergency and general notification at the PMC;
- Guiding DHS SCF members through the RSOI process;
- Ensuring daily accountability of assigned DHS SCF members; and
- Providing customer service to DHS SCF members and liaising with the SCF Section and PMC Manager and staff, as needed.

In the Field

DHS SCF member assignment distribution in the field may vary from disaster to disaster, but assignments may be made on geographic (branch) basis or by the assigned program area or cadre. The SCF Crew Leads will work in teams of two to ensure the comfort, safety, and security of the DHS SCF members. The SCF Crew Leads are also responsible for:

- Helping coordinate the flow of information to and from the JFO and SCF Section for emergencies, issues, deployments, and trainings;
- Maintaining accountability reports for their assigned DHS SCF members via DTS and, if necessary, individual callouts;
- Providing the DHS SCF Section with a copy of each members signed timesheet;
- Ensuring accurate duty station, program assignment, lodging, and rental car authorization;
- Ensuring all DHS SCF members know how to access key information in deployment orders when they change duty locations or receive new orders in DTS;
- Acquiring car rentals for DHS SCF members in the field by submitting the Car Rental Justification Form;
- Providing program area transfer options to the DHS SCF members;
- Providing TDS/leads with the weekly work schedule and times and locations for meet and greets with DHS SCF members;
- Coordinates with the TDS to address administrative and other personnel needs during activation;
- Facilitating emergency demobilizations of DHS SCF members through supporting equipment return and facilitating travel;
- Establishing rapport with FEMA leads, meeting with them to discuss issues and DHS SCF policies and guidelines; and
- Meeting assigned DHS SCF members by:
 - Setting up meet and greets with the DHS SCF members, and
 - Extending a courtesy call and/or email to the SCF Manager and assigned FEMA leads/POCs.

Surge Capacity Force Liaison

The SCF Liaison position is maintained as an ancillary support (disaster) title for FEMA employees. The SCF Liaison may only be a FEMA employee, outside of the DHS SCF Section. SCF Liaisons must have a signed agreement from their supervisor of record approving their participation prior to deployment in an activation. The SCF Liaison may support the SCF Section at FEMA HQ, the DHS component or OFA, or other FEMA facilities, and may be responsible for:

- Serving as the primary POC for DHS SCF POCs to collect and provide requests and documentation for agency Quick Reference Guides (QRG) and deployment lists and reports;
- Receiving deployment lists from SCF Liaisons and creating and activating accounts in DTS, and as needed, coordinating the personnel deployment process; and
- The DHS SCF POC will pre-identify and roster available personnel and share this with the SCF Liaison to issue DTS accounts and deployment orders, including the following:
 - DTS support/troubleshooting; and
 - Member support (locating/contacting DHS SCF members).

SCF Liaisons may be assigned to FEMA HQ or to their counterpart agencies, depending on facility location and network interoperability.

Surge Capacity Force Specialist

The SCF Specialist position is maintained as an ancillary support (disaster) title for FEMA employees. SCF Specialists who are not full-time SCF Section staff must have a signed agreement from their supervisor of record approving their participation prior to deployment in an activation. The SCF Specialist may support the SCF Section at FEMA HQ, the PMC, JFO, Initial Operating Facility (IOF), or other FEMA facilities. A SCF Specialist may perform a variety of roles at each location, including providing administrative and logistics support. SCF Specialists also support recruiting, training, and maintaining rosters during steady-state.

At FEMA Headquarters

SCF Specialists assigned to FEMA HQ will support the SCF Section in meeting information requests and deploying DHS SCF members and other staff, as needed. SCF Specialists may also be responsible for:

- Troubleshooting DTS issues prior to the DHS SCF members arrival at PMC;
- Processing deployment declinations with SCF Liaisons and agency POCs;
- Providing reports/responses to information requests from SCF Section/FOD leadership;
- Reporting accurate availability numbers to DHS and FEMA leadership;
- Supporting SCF Liaisons when they prepare appropriate force packages for deployment; and
- Supporting the MA lead for the SCF Section for DHS component and OFA activation.

**Department of Homeland Security
Surge Capacity Force (SCF) Section
Mission Assignment (MA) Lead**

The MA Lead, as a part of the SCF Section, manages and processes MAs in coordination with the National Response Coordination Center and Region(s).

At the Personnel Mobilization Center

SCF Specialists at the PMC provide general support to the PMC Manager and staff as it relates to DHS

SCF members. SCF Specialists are assigned to a variety of tasks, including logistical (ensuring transportation and lodging for the DHS SCF members), administrative (collecting information on DHS SCF members, skills/certifications, and providing rosters to the SCF Section), and miscellaneous duties. SCF Specialists may also be assigned to support SCF Crew Leads in maintaining DHS SCF member accountability or providing customer service to DHS SCF members.

In the Field (Joint Field Office or Initial Operating Facility)

SCF Specialists in the field support the SCF Section Chief, SCF Manager, and SCF Crew Leads. SCF Specialists may be assigned to various specialty roles. Depending on operational need, individuals may serve in several of these roles or otherwise divide responsibilities. The specialties and their respective responsibilities include serving as:

- **Administrative Support:** When supporting administrative tasks for the DHS SCF, the SCF Specialist may be responsible for:
 - Providing DTS support to DHS SCF members while in the field.
 - Facilitating vehicle and lodging requests and reservations with the SCF Section.
 - Tracking all DHS SCF member deployments, including daily accountability status, in DTS.
 - Ensuring Personally Identifiable Information (PII) is kept secured and maintained. Questions and concerns regarding PII should go to the TDS.
 - Coordinating with the sending agency's HR office to ensure proper administration of the member's pay and leave.
- **Logistical Support:** When providing logistical support to the SCF Section, the SCF Specialist may be responsible for:
 - Planning transportation for DHS SCF members;
 - Working with billeting to establish a residence of record for DHS SCF members;
 - Working with contracting on billeting, transportation planning, and execution;
 - Staffing reception/demobilization (instead of/in addition to SCF Crew Leads);
 - Helping coordinate and execute the demobilization plan; and
 - Coordinating orderly demobilization of DHS SCF members, by wave.

From Varying Locations to Augment Mission Support Functions

Specialists in critical mission support functions may provide either physically deployed or remote support to the response mission, in the field or from their sending agencies or alternative worksites, performing such critical mission support functions as hiring, payroll, contracting, personnel security, records management, privacy protection, and information technology.

Mission support augmentee specialists (MSAS) will ordinarily integrate into and augment FEMA work units that support disaster operations by performing specialized administrative services within their regularly assigned occupation series and grade, consistent with their training and experience. Integrating MSAS into existing FEMA work units will allow rapid, scalable integration of members into the total response effort and ensure consistency and unity of effort. Because most functions to be performed by MSAS are classifiable as portable work, the remote mobilization and deployment-in-place of MSAS will reduce the time and cost of mobilization and eliminate geographic restrictions on mobilization.

Once identified, pre-trained, and pre-equipped, MSAS may perform the following functions:

- **Human capital administration, to include:**
 - The recruiting and hiring of temporary and intermittent personnel for the response effort;
 - The administration of pay and benefits for members of the DHS SCF and other incident workforce personnel, to include ensuring compliance with the Fair Labor Standards Act;

- Advising managers and supervisors regarding performance management, discipline, and demobilizations for cause;
- Personnel security, to include background investigations for contractors and employees;
- Contracting and procurement in support of disaster response and recovery operations;
- Information law compliance, to include:
 - The review of information sharing agreements with state, local, tribal and territorial (SLTT) entities for compliance with the Privacy Act of 1974 (5 U.S.C. 552a); e-Government Act of 2002 (44 U.S.C. § 101); DHS/ALL-020 DHS Internal Affairs, April 28, 2014, 79 FR 23361, and applicable Systems of Records Notices;
 - The preservation and retention of records;
 - The review of disaster-related documents requested under the Freedom of Information Act;
 - The amendment and renewal of information collections under the Paperwork Reduction Act; and
- The maintenance and security of information system networks and information technology equipment.

DHS Surge Capacity Force Members

DHS SCF members are non-FEMA federal executive employees deployed to the incident location to assist in response and recovery operations. The DHS SCF members can support all of the 23 cadres, as long as they are requested by cadre leadership. DHS SCF members may also serve in the SCF Crew Lead position.

DHS SCF members are responsible for:

- Managing travel and payroll activities through their home agency;
- Providing FEMA with accurate specialties;
- Being available and accountable;
- Following directions for checking into DTS and regularly updating deployment details;
- Notifying their assigned SCF Crew Lead of issues, emergencies, or changes in lodging or duty station;
- Monitoring their phones frequently;
- Keeping track of one's own accountable property;
- Learning as much information as possible during training;
- Following provided safety and security guidelines; and
- Adhering to all FEMA and home agency guidance on conduct, including the prohibition on weapons.

Temporary Duty Supervisor

The TDS assigns tasks, approves work schedules, and verifies time of the DHS SCF members during their deployment. The TDS treats DHS SCF members as they would another

FEMA trainee in the position under which the DHS SCF member is deployed. The TDS is responsible for:

- Collecting weekly or biweekly work schedules for DHS SCF members;
- Verifying and approving timesheets for DHS SCF members;
- Working with the Crew Lead to address administrative and other personnel needs during activation;
- Referring DHS SCF-related questions the DHS SCF member has to the SCF Crew Lead or SCF Specialist;
- Immediately referring disciplinary or performance issues to the SCF Section, Office of Professional Responsibility (OPR), or the Office of the Chief Human Capital Office (OCCHCO) when appropriate;
- Reporting requests to change duty station, deployed position, lodging, or rental vehicle authorization to the SCF Crew Lead or Specialist, in addition to the safety officer;
- Coordinating with the FEMA Safety Officer for their employee's safety and health; and
- Immediately reporting injuries or illnesses to the SCF Crew Lead or Specialist.

A TDS cannot not open a Position Task Book (PTB) or sign off on tasks for the DHS SCF member because DHS SCF members do not receive PTBs. Additionally, a TDS is not required to complete performance evaluations for the DHS SCF member. If the TDS wishes to provide the DHS SCF member's regular supervisor with performance information, the TDS should reach out to DHS SCF management at the JFO for the appropriate contact information. DHS SCF members may also request the TDS complete a performance evaluation. However, it is up to the TDS whether they complete one.

APPENDIX F: CONSIDERATIONS FOR OFAS

IMPLEMENTING DHS SURGE CAPACITY FORCE

POLICIES

The Department of Homeland Security (DHS) Surge Capacity Force (SCF) program can only be managed effectively if the DHS components and other federal agencies (OFA) that contribute personnel to the DHS SCF implement a series of DHS SCF policies and procedures. DHS SCF Points of Contact (POC) should provide the SCF Section with a copy of such policies and procedures upon initial completion, and any subsequent updates. Table 12 below is a suggested list of issues participating DHS components and OFAs should consider.

Table 12: DHS Component and OFA Considerations

Consideration	Description
Enrollment Processes	<ul style="list-style-type: none"> • A process for identifying and updating Department of Homeland Security (DHS) Surge Capacity Force (SCF) points of contact (POC) and necessary supporting officials to administer the DHS SCF program, such as payroll, labor and employee relations, workers' compensation, and finance. • Any agency-specific enrollment procedures, including ensuring a prospective DHS SCF member is not the subject of a poor performance or misconduct allegation. • A process for tracking earnings disbursed prior to deployment and communicating the amount the DHS SCF member may earn through the DHS SCF to the Federal Emergency Management Agency (FEMA) if the agency or relevant DHS SCF member is limited in the amount or type of premium pay an DHS SCF member may earn. • Procedures to review and approve requests to be listed as unavailable in the Deployment Tracking System (DTS).
Legal Agreements	<ul style="list-style-type: none"> • Any legal or fiscal restrictions on deploying employees through the DHS SCF, including the length of such deployments. • A process for ensuring any DHS SCF commitments comply with the terms of any applicable collective bargaining agreement.
Compensation	<ul style="list-style-type: none"> • Policies and procedures for restoring annual leave subject to forfeiture due to an DHS SCF deployment. • Policies and procedures to waive the biweekly premium pay cap in alignment with any Department of Homeland Security (DHS) approved waivers. • A process for updating FEMA with correct hourly rate for DHS SCF members during a deployment.
Time Worked and Time Off	<ul style="list-style-type: none"> • Procedures to reconcile FEMA forms, (e.g., <i>FEMA Form FF-201-FY-21-100, Surge Capacity Force Biweekly Time and Attendance</i>) received from FEMA with the time and attendance information inputted by DHS SCF members. • Procedures to input, validate, and certify the time and attendance information for deployed DHS SCF members who may not have access to their time and attendance system of record during a deployment.

Consideration	Description
	<ul style="list-style-type: none"> ○ Given the time delay between completing the necessary FEMA forms in the field, and transmitting the completed forms to the SCF Section, the applicable DHS SCF POC, and the applicable supervisor of record, contributing DHS components and other federal agencies (OFA) may wish to implement policies and procedures to certify only the basic work requirement in real time, and issue corrected time and attendance data later to include overtime and premium pay earned through an DHS SCF deployment. This will ensure DHS SCF members receive their pay on time while minimizing the risk of recoupment actions if there is a discrepancy between FEMA's overtime and premium pay reimbursements and the pay disbursed to DHS SCF members. ● Procedures to recoup erroneous overpayments attributed to DHS SCF deployments. ● Procedures to retain FEMA forms in accordance with applicable records retention statute, regulation, and policy. ● Policies on the earning, use, and forfeiture of compensatory time off for travel.
Conduct and Complaints	<ul style="list-style-type: none"> ● Policies and procedures for reporting misconduct allegations, conducting misconduct investigations, and making the appropriate referrals to other DHS components or OFAs for action. ● Policies and procedures for processing and responding to Equal Employment Opportunity (EEO) complaints stemming from a DHS SCF deployment, including conducting EEO investigations, taking appropriate administrative or disciplinary action against DHS SCF members, and coordinating with FEMA as necessary. ● Procedures to process workers' compensation claims due to a DHS SCF deployment, including: <ul style="list-style-type: none"> ○ Procedures to request and receive accident incident information from FEMA. ○ Procedures to assist FEMA in investigating accidents where an DHS SCF member may be a participant or witness to an accident.
Termination of Deployment	<ul style="list-style-type: none"> ● Procedures to manage medical incapacitations and deaths-in-service, including identifying facilitating communications between FEMA and the DHS SCF member's emergency contacts. ● Procedures to conduct an orderly shutdown due to a lapse in appropriations, including designating deployed DHS SCF members as excepted, exempt, or non-exempt. ● Procedures to request FEMA demobilize an DHS SCF member due an immediate need to recall an DHS SCF member from a deployment. Circumstances that warrant an immediate demobilization may include: <ul style="list-style-type: none"> ○ Disciplinary action is taken, misconduct is alleged that involves risk to life or property, or substantiated misconduct. ○ Critical temporary or permanent vacancies. ○ Personal or family emergency, such as a medical emergency, loss of childcare, damage to personal residence.

APPENDIX G: FEMA CADRES

The Federal Emergency Management Agency (FEMA) cadres are FEMA's specialized incident workforce, capable of responding to and assisting affected jurisdictions recover from the unique complexities of any incident. They are logical groupings of operational and programmatic personnel by function and specialization.

Cadre Descriptions

Acquisitions (ACQ)

Manages contracting activities through providing procurement, advice, guidance, and information to coworkers, customers, and other contracting parties.

Alternative Dispute Resolution (ADR)

Provides decision making, conflict resolution, and conflict prevention services on request to prevent escalation.

Disability Integration (DI)

Provides strategies, tools, and tactics throughout the disaster life cycle to ensure equal access and delivery of services are met to people with disabilities.

Disaster Emergency Communications (DEC)

Handles telecommunication and operations assets in response to all-hands disasters and planned special events.

Disaster Field Training Operations (DFTO)

Develops and delivers disaster performance improvement and training with the Emergency Management Institute (EMI) and regional offices.

Disaster Survivor Assistance (DSA)

Addresses survivors' immediate needs through field presence in disaster areas.

Environmental Planning and Historic Preservation (EHP)

Provides technical expertise and develops tools to address and resolve EHP issues relating to compliance and approval for action.

Civil Rights (CVR)

Responsible for compliance with, and enforcement of, civil rights obligations in the field, including programs and services provided by FEMA and by recipients of FEMA financial assistance, including state, local, tribal, and territorial (SLTT) partners, among others.

External Affairs (EA)

Communicates with all stakeholders and serves as an adviser to FEMA program and support officers on decision making, development, and maintenance of policies.

Field Leadership (FL)

Manages the federal presence at disaster locations, overseas media, and community outreach, and maintains financial oversight of FEMA's response and recovery operations.

Financial Management (FM)

Creates, monitors, and verifies allocations and obligations in the appropriate financial systems, and prepares financial reports at incident field offices.

Hazard Mitigation (HM)

Manages risk reduction activities from all-natural hazards and creates safer communities by reducing loss of life and property.

Human Resource (HR)

Identifies, acquires, sustains, and maintains a quality workforce to the FEMA mission.

Individual Assistance (IA)

Ensures access of FEMA programs to those affected by disaster, while providing timely and quality service. Develops relationships with others providing similar assistance to individuals.

Information Technology (IT)

Provides efficient, timely, and cost-saving information services at incident locations during initial setup through site closure.

Logistics (LOG)

Coordinates and monitors resource planning, movement, ordering, tracking, and property management of initial response resources, teams, and accountable property during the life of an incident.

National Disaster Recovery Support (NDRS)

Assists the Federal Coordinating Officer (FCO) in facilitating disaster recovery coordination and collaboration among government, tribal, private sector, and community organizations.

Office of Chief Counsel (OCC)

Ensures FEMA field operations are consistent with applicable statutes, regulations, and FEMA policies.

Operations (OPS)

Integrates government and tribal response programs to ensure the efficient and effective delivery of immediate emergency assistance to individuals and communities.

Planning (PL)

Plans, collects, evaluates, disseminates, and manages information regarding the threat or incident and the status of federal resources.

Public Assistance (PA)

Provides assistance for debris removal, implementation of emergency protective measures, and permanent restoration of infrastructures to states, local governments, and certain private non-profits.

Safety (SAF)

Provides a safe and healthful work environment for FEMA employees and emergency management partners at fixed sites, incident operations, and facilities, safety training, coordinates with other federal agency' safety officer, and provides compliance oversight.

Security (SEC)

Implements and manages physical security programs in support of FEMA's all-hazards emergency management programs for the protection of personnel, property, and facilities.

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APPENDIX H: DHS SURGE CAPACITY FORCE

MEMBER WORK SCHEDULE

FEMA is an expeditionary organization that must have the right people and resources available at all times to meet the needs of disaster survivors. The Temporary Duty Supervisor (TDS) develops the work schedules for Department of Homeland Security (DHS) Surge Capacity Force (SCF) members based on the operational needs.

Deployment Work Schedules

FEMA assigns DHS SCF members to a Traditional Work Schedule when deployed. If a DHS SCF member deploys in the middle of a pay period and works a non-traditional work schedule (e.g., a compressed work schedule), the TDS coordinates with the DHS SCF member to change to a Traditional Work Schedule at the beginning of the next pay period. Agencies that contribute DHS SCF members should consider converting their DHS SCF members to a Traditional Work Schedule for the pay period that encompasses the deployment start date or deploy their DHS SCF members only at the beginning of a pay period.

Traditional Work Schedule

Department of Homeland Security (DHS) Surge Capacity Force (SCF) members may only work a Traditional Work Schedule while deployed to support DHS SCF operations.

- DHS SCF members will work a full-time, basic weekly work requirement of 40 hours per week.
- The basic work requirement will be scheduled for five consecutive days – Monday through Friday – unless a different set of five consecutive days is established. A Temporary Duty Supervisor (TDS) should limit work on Sundays to avoid payment of Sunday differential.
- The daily basic work requirement is eight hours.
- Daily basic work begins at 0900 and ends at 1730, incorporating a 30-minute unpaid lunch break, unless a different schedule is established. A TDS should limit assigning work after 1800. and prior to 0600 to avoid payment of night differential.

DHS SCF members may only work overtime or premium pay hours if the DHS SCF member's TDS orders and approves the work in advance. All overtime work or premium pay hours must be authorized in writing using *FEMA Form FF-201-FY-21-100, Surge Capacity Force Biweekly Time and Attendance*, and conform to the number of hours authorized by the Federal Coordinating Officer (FCO), or designee. A TDS may provide oral approval for overtime work when unforeseen work requirements occur, but the TDS must capture the approval in writing once provided. All work in excess of eight hours a day or 40 hours a week is compensated with paid overtime.

As necessary, the TDS may modify, suspend, or terminate an DHS SCF member's work schedule to meet operational needs. Anytime a TDS modifies an DHS SCF member's work

schedule, they must inform the DHS SCF member in writing using the *FEMA Form FF-201-FY-21-100, Surge Capacity Force Biweekly Time and Attendance*. A TDS cannot modify a DHS SCF member's work schedule to become a compressed work schedule or a variant of a flexible work schedule. A TDS may modify, suspend, or terminate a DHS SCF member's work schedule for reasons including, but not limited to:

- Unexpected staffing shortages;
- Deployments or redeployments of FEMA or DHS SCF personnel;
- Travel to or from a deployment;
- Assignment to a task force or special project; or
- Other situations or emergencies where a scheduling adjustment is deemed necessary by FEMA.

Modifications to the basic work week may include the start and stop time of the DHS SCF member or the days that they work. The TDS and DHS SCF member should make all modifications effective at the start of new pay periods unless in the event of an emergency. Additionally, changes in work schedules must not be made to create an entitlement to payment or to avoid an obligation for granting leave or premium pay.

A TDS making modifications to a DHS SCF member's work schedule should attempt to avoid or mitigate overtime, night differentials, and premium pay. A TDS should consider scheduling DHS SCF members in shifts, or staggering DHS SCF member start and end times to minimize overtime, night differentials, and premium pay.

Leave

The TDS coordinates with the DHS SCF members on leave requests. Deployed DHS SCF members are typically ineligible to use annual leave. DHS SCF members may take sick leave during their deployment. Unless authorized by the FEMA Administrator, or designee, a DHS SCF member is not eligible to receive administrative leave during a deployment.

Personnel Authorized to Modify Work Schedules

During a deployment, a Department of Homeland Security Surge Capacity Force member's work schedule may be modified, suspended, or terminated by:

- A Federal Coordinating Officer, or designee;
- The Chief of Staff of the Joint Field Office or Joint Recovery Office;
- A Federal Emergency management Agency Approving Official; or
- A Temporary Duty Supervisor.

Lunch and Meal Breaks

A Department of Homeland Security (DHS) Surge Capacity Force (SCF) member who is scheduled to work five consecutive hours or more in a workday or non-work-day must schedule a 30-minute, unpaid lunch or meal break, during which they are not permitted to work. A Temporary Duty Supervisor may extend the time of a lunch or meal break up to 30 additional minutes at their discretion; however, the DHS SCF member must meet their scheduled hours for that day. DHS SCF members may not take their lunch or meal break at the start or end of their work schedule.

Anticipated absences for periods of time greater than three days may result in demobilization of the DHS SCF member. DHS SCF members may need to demobilize in the instances they use leave under the Family Medical Leave Act, leave without pay, military leave, court leave, or require extended medical leave.

Accommodation for Religious Exercise

Federal law requires the Federal Emergency Management Agency (FEMA) to accommodate Surge Capacity Force members' exercise of their religion unless such an accommodation would greatly affect the conduct of FEMA's operations (e.g., impeding FEMA's ability to meet disaster survivors' immediate needs). The Temporary Duty Supervisor may approve leave or work schedule adjustments to accommodate a requested absence for religious observance.

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APPENDIX I: DHS SURGE CAPACITY FORCE

BILLING AND REIMBURSEMENT

This appendix provides important information to Department of Homeland Security (DHS) components and other federal agencies (OFA) providing assistance to the Federal Emergency Management Agency (FEMA) under DHS Surge Capacity Force (SCF) Mission Assignments (MA). The appendix provides information pertaining to billing for MAs.

FEMA will reimburse DHS components and OFAs providing personnel to the DHS SCF for authorized eligible expenses (e.g., overtime or other premium pay). DHS components and OFAs are responsible for paying the base salaries and benefits for DHS SCF members. DHS components and OFAs are also responsible for paying any premium pay authorized due to the DHS SCF member's steady-state position (e.g., Administratively Uncontrollable Overtime, Law Enforcement Availability Pay), or the DHS SCF member's steady-state work schedule (e.g., night differential).

Reimbursement

FEMA's Office of Response and Recovery (ORR), Field Operations Directorate (FOD) estimates the total reimbursable costs when MAs are initiated based on information provided by DHS Components and OFAs. The MA provides reimbursable authority to the assigned agencies. FEMA, under the Stafford Act, will reimburse contributing DHS Components and OFAs for extraordinary, non-appropriated costs such as the overtime and premium pay costs associated with DHS SCF deployments.

FEMA will not reimburse agencies for personnel costs that are not authorized by statute or regulation, nor will FEMA reimburse overtime earned prior to the employee's work through the DHS SCF. FEMA will only reimburse agencies for DHS SCF-related personnel costs that FEMA can validate according to FEMA's policies and procedures.

DHS Components and OFAs must validate all costs related to DHS SCF MAs and provide supporting documentation for any amounts collected via Interagency Payment and Collection (IPAC) through FEMA's Office of Chief Financial Officer (OCFO).

FEMA will request additional documentation for any unsupported or disallowed costs. If there is a discrepancy between the FEMA-approved reimbursement amount and the amount submitted via IPAC by the contributing DHS Component or OFA, the contributing DHS Component or OFA shall furnish FEMA with enough information to resolve the discrepancy within seven business days or the amount will be adjusted and/or charged back. Unresolved issues should be escalated through the Chief Financial Officer leadership.

FEMA OCFO and FOD, on conjunction with the Office of the Chief Component Human Capital Officer offer additional training on reimbursement for MAs, and support for all federal agencies supporting DHS SCF.

Critical Information for Successful Billing

- Supporting DHS components and OFAs must provide and update (if there is a change) both the program and finance point of contact (POC) for the DHS SCF. POCs should be sent to FEMA-MissionAssignments@fema.dhs.gov.
- Upon receipt of approved MAs, supporting DHS SCF program liaisons must ensure immediate coordination with their finance POCs.
- Assigned DHS components and OFAs must establish reimbursable authority immediately with one order per MA to assign and track costs against the appropriate MA and facilitate accurate billing.
- Requests for reimbursement of costs incurred under more than one MA may not be combined for billing purposes.
- The assigned DHS components and OFAs must ensure and reinforce coordination and communication within their offices between designated DHS SCF program and financial POCs to identify and track all overtime labor and travel costs related to DHS SCF MAs.
- Assigned DHS components and OFAs must ensure internal controls are in place to maintain all related documentation for DHS SCF MAs.
- Assigned DHS components and OFAs should communicate critical accounting information to FEMA per the office/component assigned: Billing Address/Location, Treasury Account Symbol (TAS), Agency Location Code (ALC).

Other General Information

- DHS components and OFAs providing disaster assistance under their own authorities independent of the Stafford Act are to use their own funding.
- FEMA MAs are work orders issued under Stafford Act authorities. MAs are not acquisition related and are not signed by the receiving agency/component.
- DHS components and OFAs providing assistance under the Stafford Act via MAs may seek reimbursement from FEMA for eligible costs incurred during performance of the mission.
- DHS components and OFAs receiving reimbursement from FEMA for goods and services furnished under the provisions of the Stafford Act are to credit such funds to the appropriation used to make such expenditures that are available for obligation on the date of the reimbursement.
- Each mission assigned component or agency, should advise their FEMA Project Manager of the amount and distribution of funding required in support of the MA.
- The agency or component Project/Program Administrator or Financial Officer will certify to FEMA that the expenditures claimed have been reviewed and are relevant to the mission assigned, and that costs are reasonable and supported by documentation.
- Each component or agency involved is responsible for:
 - Maintaining documentation to support requests for reimbursement;
 - Maintaining underlying or related source documentation as/if subject to audit;

- Notifying FEMA when a task is completed;
 - Submitting partial or final reimbursement as soon as possible after completing a task. Final bills should be marked "Final";
 - Reconciling obligation balances with FEMA quarterly, and identifying excess funds available for de-obligation in an effort to return funds to the Disaster Relief Fund (DRF) in a timely manner;
 - Submitting annual validation of open obligations by providing cost data or other justification to show the amount of the obligation balance that must remain available, and why the MA must remain open, or risk losing reimbursable authority due to the possible de-obligation of funds. Validation must be completed in max.gov (For assistance in accessing and inputting validation information in max.gov contact: fema-hq-ma-closeout-team@fema.dhs.gov);
 - Identifying a staff-level point of contact for financial coordination with the FEMA Finance Center (FFC), and identifying a headquarters-level point of contact for billing and reimbursement issues that cannot be resolved at the staff level; and
 - Applying proper financial principles, policies, regulations, and management and internal controls to ensure full accountability for the expenditure of DRF funds.
- Upon sufficient information and documentation, if FEMA transferred funds in excess of the amount authorized by statute, regulation, and policy, the receiving DHS Component or OFA shall return the excess funds to FEMA.

DHS Surge Capacity Force Billing and Reimbursement Checklist Quick Reference

The guidance below provides a billing and reimbursement checklist to be used as a reference by DHS components and OFAs tasked under FEMA DHS SCF MAs.

Invoice

The invoice should be a treasury approved form such as SF-1080, SF-1081, or 4445R.

- DHS components and OFAs must bill FEMA by the specific event and individual MA (one reimbursable order per MA)
- DHS components and OFAs must bill FEMA charges related to each (one) MA per Intra-Governmental Payment and Collection (IPAC)
- Relevant billing POCs should be documented for FEMA OCFO follow-up
- FEMA treasury information related to Disaster Relief Fund (DRF), DHS SCF missions is:
 - TAS = 070X0702 000
 - ALC = 70-07-0002
 - BPN/DUNS = 037751583

Mission Assignment Transmittal Form

MA transmittal form should include:

- DHS Component/OFA name and remittance address;
- Fiscal POC;
- MA number, disaster number, and state;
- Agency bill number;
- Bill amount;
- Partial/final bill designation; and
- Component certifying official signature (program/finance).

Supporting Documentation

- Copy of MA form (FEMA Form 010-0-8), or identification of MA number on other documentation;
- Breakdown of costs by sub-object class code;
- Description of services performed – need location identified for services;
- Period of Work Performed; and
- Personnel Services;
 - Base hours or Overtime (OT) labor should be shown with a breakdown of hours by pay period or work dates; and
 - Indirect Cost should also be shown (a percentage, description of costs included in cost pool).

Travel/Per Diem and Transportation Motor Vehicle Charges

The DHS component or OFA should provide a description of motor vehicles and associated costs. The description must adhere to the guidance provided by the SCF Liaison.

Other Costs

Other costs must be defined in the documents submitted to FEMA. Cost transfers must be defined and supported.

Special Requirements

Regular labor of permanent federal agency personnel and overhead costs are not eligible for reimbursement except when costs incurred would normally be paid from a trust, revolving, or other fund whose reimbursement is required by law. The Financial Manager of the agency requesting reimbursement for these costs must provide written certification with the bill, stating that costs would normally be paid from a trust, revolving, or other fund whose reimbursement is required by law. The only reimbursable labor costs for DHS SCF are overtime and premium pay unless the agency operates from a revolving or trust fund as noted above.

Agencies that qualify and may be seeking reimbursement must submit certified annual overhead rate proposals to FEMA OCFO for approval prior to billing. Office of Management and Budget (OMB) Circular A-87 should be used as a guide for this purpose. Indirect cost

pools must be defined to explain how the costs are derived and applied. Indirect rates should be negotiated with FEMA annually.

The cost of federal assistance provided by agencies performing work pursuant to disaster assistance authorities independent of the Stafford Act are not eligible for reimbursement.

Billing Instructions

- Supporting DHS SCF components should bill ALC 70-07-0002 and ensure supporting documentation is promptly forwarded to support the amounts billed via e-mail to FEMA-Disaster-Federal-Agencies-Payment@fema.dhs.gov.
- Reimbursement requests can be forwarded to FEMA monthly, regardless of the bill amount but no less than quarterly.
- DHS components and OFAs must submit a final bill no later than 180 days after completion of operational work, or termination of MA. If components do not bill or report to FEMA quarterly and exceed the 180-day time limit, MAs will be deobligated with notification back to the supporting component.
- Separate reimbursement requests are required for each MA, each event, and each state (Title 44 of the Code of Federal Regulations [C.F.R.] §§ 206.8[d][3]).
- For additional, specific billing information contact FEMA-MissionAssignments@fema.dhs.gov.
- Source documents should be retained for six years and three months after final payment.

Recordkeeping

FEMA ORR/FOD, and FEMA OCFO must retain copies of all *FEMA Form FF-201-FY-21-100, Surge Capacity Force Biweekly Time and Attendance* forms and any associated spreadsheets or materials used to calculate overtime and premium pay reimbursement costs for at least six years in accordance with FEMA records retention schedule.

Reference/Links

- 44 C.F.R. §§ 206.8 - Reimbursement of Other Federal Agencies - <https://www.gpo.gov/fdsys/pkg/CFR-2011-title44-vol1/pdf/CFR-2011-title44-vol1-sec206-8.pdf>
- *National Response Framework* - https://www.fema.gov/sites/default/files/2020-04/NRF_FINALApproved_2011028.pdf
- Robert T. Stafford Act - <https://www.fema.gov/media-library/assets/documents/15271>
- Transmittal Form - <https://www.fema.gov/media-library-data/1457025397853-f3ea08283c072857f0cef110ddf249a4/FEMAForm116-0-2Final12-7-2015.pdf>
- *FEMA Mission Assignment Guide* - <https://intranet.fema.net/org/orr/ORR%20Doctrine%20Library/Mission%20Assignment%20Guide.pdf>

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APPENDIX J: EXAMPLE AGENCY QUICK REFERENCE GUIDE

The Quick Reference Guide (QRG) below was used for the Department of Homeland Security (DHS) Surge Capacity Force's (SCF) deployment to support the COVID-19 Vaccination Campaign. It includes agency-specific information to that deployment and serves as an example of the QRG template that points of contact (POC) may tailor and adjust for each component or other federal agency (OFA). For questions related to QRGs and potential changes, please contact SurgeCapacityForce@fema.dhs.gov.



Surge Capacity Force (SCF) DHS Component (Acronym) (line 2 if needed, if not...delete) USCG Quick Reference Guide Template



This quick reference guide provides useful information for DHS Component (Acronym) Surge Capacity Force (SCF) members deploying to provide 2021 Federal Vaccination Support.

Event:	2021 Federal Vaccination Support
Initial Deployment Date:	March 11, 2021
Wave Number:	6
Deployment Location:	Rhode Island
YOUR ROLE FOR THIS EVENT:	SCF Member

WHAT TO EXPECT

You will travel to a SCF Personnel Mobilization Center (PMC), currently in Dallas, TX, on **Thursday, March 11th** to be in-processed, equipped, and trained. You will be required to take a COVID test when you arrive at the PMC and again every three days while you are there. FEMA SCF staff members will be available to you in person and/or by phone for the duration of your deployment.

You will depart the PMC on **Sunday, March 14th** (subject to change) and travel to **Rhode Island**, where you will work at a federally supported vaccination site. You will stay in a hotel in Rhode Island, unless your permanent duty station is located within 50 miles of the temporary duty location. Additional information on the forward deployment will be provided after you arrive at the PMC.

WHAT TO BRING

Prepare a "Go Kit" with essential equipment, documents, and other items such as prescription medication (for at least 45 days), eyeglasses/contacts, phone chargers, personal hygiene products, and appropriate clothing. **Do not wear clothing or items with your home agency branding.** Talk with your [Acronym] supervisor about whether to bring your Agency laptop, if you have one.

Pack only your necessities, as you will be responsible for carrying your own luggage. At the PMC, you

will receive: one (1) FEMA vest, one (1) clear face shield, three (3) 3M masks, hand sanitizer, and one (1) at-home COVID test kit.

At your deployment location, you could be working outdoors for long periods of time, so make sure to pack according to anticipated weather conditions. In locations where cold exposure is possible, it is recommended to dress in layers, wear comfortable, waterproof and/or insulated shoes, and wear a hat and gloves.

Other packing considerations include:

- Bring your government-issued ID, your agency-issued travel credit card, and cell phone (if applicable).
- Bring your CAC and ensure you remember all passwords, including your webTA login.
- **Weapons are not allowed at the PMC or deployment location. ***Notify the [Acronym] SCF Coordinator before you travel if you are required to carry a weapon while deployed.*****
- Alcohol is not allowed at the Personnel Mobilization Center or the deployment location.

PERSONNEL MOBILIZATION CENTER (PMC) SITE

Hilton DFW Lakes Executive Conference Center
1800 Highway 26E
Grapevine, TX 76051
(817) 481-8444

IMPORTANT CONSIDERATIONS BEFORE ACCEPTING THIS DEPLOYMENT

- Some sites may require a valid driver's license and the ability to drive. **Notify the [Acronym] SCF Coordinator BEFORE accepting the deployment request if you are unable or unwilling to drive.**
- Do not bring any personal or government-issued weapons or policing equipment unless specifically requested by FEMA or required to do so in accordance with your government position. In all cases, **FEMA approval is required prior to deployment.**
- **Throughout this deployment, continue to practice safe measures in accordance with federal and CDC guidelines, such as frequent hand washing, mask-wearing, and physical distancing.**
- Vaccination is encouraged but not required.

EXPECTED TRAVEL DATES

- To the PMC: **Thursday, March 11, 2021**
- To the deployment location: **Sunday, March 14, 2021**

Travel dates are subject to change based on emerging operational needs. The length of deployment will be **no more than 45 calendar days**, starting on the first travel date (to the PMC).

BOOKING TRAVEL TO THE PMC

The Agency has created a SharePoint site for you to obtain your Travel Authorization (TONO) and accounting string. To receive your TDY orders, please use the following link to obtain your TONO: ([may add agency travel hyperlink here](#))

Using ([may add agency travel hyperlink here](#)), you must:

- Schedule a one-way ticket to arrive at **Dallas Fort Worth International Airport (DFW)** on **Thursday, Mar. 11, 2021.**

When making your travel plans:

- Fly into **Dallas-Fort Worth International Airport (DFW).**
- Have a one-way ticket only.
- Arrive at **DFW** before 3:00 p.m. Central (4:00 p.m. Eastern) if possible.

At the PMC:

- Hotel stay is authorized, but your room has been pre-booked at the PMC site.
 - **No other hotel locations are authorized.**
 - You will need your government travel credit card and valid ID to check in.
- Government per diem is as indicated on the GSA website for **Dallas, TX**: [Per Diem Rates | GSA](#).
- Transportation is provided by hotel shuttle to and from the airport.
- Rental cars are NOT authorized while at the PMC.
- There is a restaurant on site at the hotel, as well as others either within walking distance or with the option for delivery.

Once your travel plans are made, send a copy of your travel itinerary to ALL of the following:

- DHS Component:
 - [Acronym] Surge Capacity Force mailbox | (enter email address)
 - Name ([Acronym] SCF Coordinator) | (enter email address)
 - Your supervisor (if applicable)
- FEMA:
 - FEMA Surge Capacity Force mailbox | SurgeCapacityForce@fema.dhs.gov
 - Name (SCF Liaison to [Acronym]) | (enter email address)
 - Name2, if applicable | (enter email address)
 - Wendy McCormick | Wendy.McCormick@fema.dhs.gov

UPON ARRIVAL TO THE AIRPORT (DFW)

The PMC Dallas and Hilton DFW Lakes Hotel are located outside of the airport grounds. Upon arrival at DFW, proceed to the baggage claim area and call (817) 410-6778 for the hotel's shuttle service. The Hilton shuttle operates seven (7) days a week from **7 AM to 11 PM**. If you arrive outside that window, take a taxi or rideshare provider (e.g., Uber, Lyft) to the hotel and voucher that expense.

While waiting for the hotel shuttle, please call or text Wendy McCormick, PMC SCF Manager at (337) 534-9230 to let her know you have arrived. If you experience travel delays, or missed or cancelled flights, please contact both Wendy and your [Acronym] SCF Coordinator, Name, at (phone number).

AT THE HOTEL/PMC

HOTEL/PMC ARRIVALS BEFORE 5 PM (CENTRAL)

If you arrive prior to 5:00 pm (Central time), the hotel shuttle will take you to the COVID testing site located in the Austin Ranch building, which is directly behind the hotel. The address for Austin Ranch is 2009 Anderson Gibson Rd, Grapevine, TX 76501.

Once you have arrived at the Austin Ranch location, you will offload with your luggage and it will be stored in a secure location. You will be given a numbered ticket with the number of bags you have brought. You will be escorted into the building, where your temperature will be taken, and you will answer a series of COVID-related questions. Next, you will be directed to the waiting room, where you will take a picture of a scan code that takes you to the *IMPACT Health* system. You will then register in the *IMPACT Health* system and make your COVID test appointment.

Once you have made your appointment, you will receive a confirmation number. You will show the confirmation number to the FEMA staff at the desk and they will call you back to the testing area to receive your test. After your test is administered, you will be sent to the waiting room, where you will wait for approximately 15 to 20 minutes for your emailed results. Upon showing your negative result to the staff, you will retrieve your luggage and take the shuttle from Austin Ranch to the hotel lobby. Once there, look for the SCF Management Staff, who will start you on the Reception, Staging, Onward movement, Integration (RSOI) process at the PMC.

HOTEL/PMC ARRIVALS AFTER 5 PM (CENTRAL)

If you arrive after 5:00 pm (Central time), the hotel shuttle will bring you directly to the hotel to check in at the front desk. You will then receive your room key and proceed directly to your room. **For your safety and the safety of others, we request that you please limit your exposure in the hotel until after you have gone for testing in the morning.** The hotel will deliver food to your room from their restaurant, or you can arrange for delivery from one of the many restaurants in the area.

The next morning (**Friday, March 12**), meet in the hotel lobby to take the “Austin Ranch Shuttle” at **8:00 AM** to Austin Ranch for COVID testing. After your negative test result, the shuttle will take you back to the hotel lobby. Once there, look for the SCF Management Staff, who will start you on the Reception, Staging, Onward movement, Integration (RSOI) process at the PMC.

DEPLOYMENT ORIENTATION

On Saturday, March 13, meet in the Val Verde Auditorium at 9:00 AM for further information and instructions about this deployment. The auditorium is located on the first floor of the hotel.

TRAVEL EXPENSES

All travel should be set up and vouchered using normal USCG travel procedures.

GENERAL EXPECTATIONS THROUGHOUT DEPLOYMENT

FEMA DEPLOYMENT TRACKING SYSTEM (DTS) RESPONSIBILITIES:

All members must have access to FEMA’s Deployment Tracking System (DTS) (www.femaresponder.net). If you are locked out, contact the DTS help desk at (844) DTS-FEMA [(844) 387-3362] or email FEMA-DTS@fema.dhs.gov.

To maintain accountability for all members, you must update DTS as follows:

- Once you arrive at any new location, log in and provide:
 - Check in (start) date.
 - Lodging type, name, address, city, state, ZIP, and phone number.
 - Any lodging-specific notes you wish to make known.
 - Your work phone number (FEMA cell, if provided, or whichever you will answer).
 - Vehicle information (car rental Agency, vehicle make, model, and license plate) if you have a rental car.
 - Updated personal contact information as needed.
- Check in daily thereafter (either log into DTS daily, or enable and respond to text notifications, found under “Contact Details” within DTS).
- Whenever you change location or lodging while deployed, log in and update all lodging information.
- If you switch vehicles while deployed, log in and update all vehicle information.
- On the date of departure, log in and request approval to check out of the event. Make sure to include the departure date.
- Once you arrive home, log into DTS and demobilize from the event. **Do not demobilize in DTS until you arrive home!** This action officially ends the deployment within DTS.

IMPORTANT DTS INSTRUCTIONS:

- Upon accepting a deployment, your DTS status should read “Deployed Pending Check In.”
- **PLEASE DO NOT CHECK INTO DTS UNTIL YOU HAVE ARRIVED** at your assigned destination, unless otherwise instructed. Usually, this is the PMC when you are first deployed.
- Once you arrive, you will be asked to check in and update your status to “Deployed.”
- When you are cleared to move onward from the PMC, your status will be changed to “Deployed Pending Check In.”
- At this point, again, **PLEASE DO NOT CHECK INTO DTS UNTIL YOU HAVE ARRIVED** at your deployment location.

NOTE: If you accepted a deployment in error, you must coordinate with FEMA and the DTS help desk.

MEALS:

Meals are not provided at the PMC or the deployment location.

- Government per diem at the PMC is as indicated on the GSA website for **Dallas, TX**: [Per Diem Rates | GSA](#).
- Government per diem at the deployment location is as indicated on the GSA website: [Per Diem Rates | GSA](#). Talk to your SCF Crew Lead for the city and state to be used.

TIME AND ATTENDANCE:

Members will validate their time in webTA while deployed. Visit: <https://wta.hs.nfc.usda.gov/webta/>.

- A field Supervisor will sign/certify. Forward the paper timecard to your timekeeper and supervisor by noon on the Monday after a pay period ends.
- Only claim overtime by the quarter hour. For example, do not claim 40 minutes of overtime. It must be 30 or 45 minutes. Members may not request compensatory (comp) time.
- Indicate whether lunch or dinner breaks are falling within the OT periods.
- Overtime must be coded with following account string: **[insert string and/or other details here]**
- If you are directed to quarantine due to exposure or a positive COVID test you must contact (insert Component-specific guidance here).

TRAVEL CREDIT CARD AND TRAVEL VOUCHERS:

- You **MUST** have an active government travel credit card with you and ensure the limits are raised prior to your departure. **Contact your local travel card coordinator to raise your limit.**
- You are responsible for creating an interim travel voucher every ## DAYS.
- Remember to keep all receipts!

[ACRONYM] POINTS OF CONTACT

WORKERS COMPENSATION:

If you are injured or become ill while deployed:

- Step 1...
- Step 2...
- Step 3...

TRAVEL QUESTIONS:

Contact [Name] or [Office] for your office.

[ACRONYM] SCF CONTACTS:

- Name 1 / (email address) / (phone)
- Name 2 / (email address) / (phone)
- Name 3 / (email address) / (phone)

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APPENDIX K: RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

Reception, staging, onward movement, and integration (RSOI) is the process of registering, equipping, training, and moving the Department of Homeland Security (DHS) Surge Capacity Force (SCF) to a field or for virtual deployment. DHS SCF members will proceed through the RSOI process once they arrive at the Personnel Mobilization Center (PMC) following their activation or once they receive direction to begin the process virtually. However, the RSOI process, specifically the Staging and Onward Movement phases, will differ for virtual deployments.

Reception, Staging, Onward Movement, and Integration Process

Figure 6 outlines the general stages of the RSOI process.



Figure 6: RSOI Process

Reception

The reception phase includes check-in, orientation, and accounting for deployed personnel. This stage includes a Human Resources and Office of Equal Rights (OER) briefing, Deployment Tracking System (DTS) check in, a badging check and issuance if required, equipment issuance and setup.

Staging

During the Staging phase, the DHS SCF members will potentially receive Just-in-Time training to provide directions for the job function they will perform while deployed to support the Agency identified staffing shortfall. For field deployments, staging begins when the first DHS SCF members arrive and ends when DHS SCF members are cleared for onward movement. Staging also occurs if an event is not ready to receive DHS SCF members due to lack of acceptable lodging, or potential safety concerns.

Onward Movement

During the Onward Movement phase, DHS SCF members prepare for travel and lodging for field deployments. This involves the transportation and tracking of DHS SCF members and their equipment prior to their integration into the incident workforce and may be to a specific incident assignment or to other transitional lodging.

Upon receiving deployment orders to move personnel to another location, the reception team must confirm the readiness of DHS SCF members to move to their next assignment,

verify the job site is ready to accept them, and verify their agency has been issued a valid Mission Assignment (MA) for that job location. Once the reception team receives verification, they will transfer responsibility of the DHS SCF members to their assigned cadre.

Integration

During the Integration phase, DHS SCF members are transferred to and embedded within a Federal Emergency Management Agency (FEMA) program area at their incident duty station for a field deployment. For a virtual deployment, the DHS SCF member will integrate into their program area remotely. The responsibility for DHS SCF members is transferred to the incident management staff. The receipt and tracking of DHS SCF members and resources are confirmed through DTS and the property systems of record. Integration also includes updating duty station and lodging information in DTS and planning for demobilization and right sizing.

Reception Team

The reception team provides DHS SCF members with an integrated concept for field operations, which structures the transition from RSOI to the field operation. Operational concepts define and enhance field execution, support the responder sourcing process, and communicate how FEMA operates. The reception team creates the foundation for the entire deployment by setting expectations for DHS SCF members and supporting the field operations.

Surge Capacity Force Reception Specialist

Major responsibilities include:

- Serving as the point of contact (POC) for incoming DHS SCF members;
- Managing the RSOI processes at the Joint Field Office (JFO) and PMC;
- Providing SCF Specialist introduction, expectations, and DHS SCF administrative guidelines and processes; and
- Breaking up the DHS SCF members in groups by RSOI process priority.

Accountable Property Officer Point of Contact

Major responsibilities include:

- Distributing iPads and protective cases (Disaster Survivor Assistance), laptops, and iPhones and cases; and
- Supporting the Accountable Property Officer (APO) distribute equipment.

Security Point of Contact

Major responsibilities include:

- Ensuring DHS SCF members have physical access to FEMA facilities;
- Creating derived alternate credentials for DHS SCF members who require access to FEMA's network resources;

- Providing security profile artifact to information technology (IT), if necessary, for network account creation; and
- Providing a security briefing.

Safety Point of Contact

Major responsibilities include:

- Ensuring the safety of the PMC facility and providing safety oversight of operations at the PMC.

Additionally, a member of the SAF Cadre should be on site at each PMC to provide a safety briefing to all responders as part of the RSOI process.

IT Point of Contact

Major responsibilities include:

- Setting up equipment, including the National Emergency Management Information System (NEMIS), Collector, and Citrix;
- Providing IT security training;
- Receiving artifact from security; and
- Submitting the Service Request Management (SRM) form for FEMA account usernames and emails.

Training Point of Contact

Major responsibilities include:

- Providing trainings and briefings to DHS SCF members if they have not already received them. The trainings provided may include:
 - Overview of FEMA;
 - Alternative Dispute Resolution (ADR);
 - Disability Integration (DI) and Equal Rights (ER);
 - Security, Safety, Disaster-Specific Cultural Awareness; or
 - DHS SCF Policies/Procedures.

FEMA-Assigned Cadre Point of Contact

If the FEMA-assigned cadre POC is available at the PMC as part of the onward movement and integration team, major responsibilities include:

- Providing DHS SCF members with instructions once they enter the worksite and duty location;
- Providing breakout of rental car authorizations for incoming DHS SCF members by assigned crews; and
- Ensures DHS SCF members are in possession of the correct equipment and credentials required to complete their responsibilities in the field.

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APPENDIX L: FEMA KEY RESOURCES AND CONTACT INFORMATION

Contact information for the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security (DHS) Surge Capacity Force (SCF) programs and offices is listed below.

Resources and Contact Information

DHS Connect (Tier 3)

Website: <http://dhsconnect.dhs.gov/joint-collaboration/surge-capacity-force>

DHS Surge Capacity Force Public Site (Tier 4)

Website: <https://www.dhs.gov/surge-capacity-force>

DHS Surge Capacity Force Emails

Email: SurgeCapacityForce@fema.dhs.gov

FEMA News Desk

Email: fema-news-desk@fema.dhs.gov

Phone: 202-646-3272

FEMA Disaster Assistance Registration and Hotline

Phone: 1-800-621-3362

FEMA Office of Equal Rights (Equal Employment Opportunity and Reasonable Accommodations)

Equal Opportunity Email: FEMA-EqualRights@FEMA.DHS.gov

Reasonable Accommodations email: FEMA-Reasonable-Accommodation@fema.dhs.gov

Phone: 202-212-3535

FEMA Office of Professional Responsibility

Email: fema-misconduct@fema.dhs.gov

Phone: 833-TELL-OPR (888-835-5677)

FEMA Deployment Tracking System

Website: <https://www.femaresponder.net/>

FEMA Deployment Tracking System Help Desk

Phone: 888-853-9648

Personnel Mobilization Center Equipment Assistance

Email: pmc-deployments@fema.dhs.gov

Employee Assistance Program (EAP)

The Employee Assistance Program (EAP) provides short-term counseling, referrals, and follow-up services to help resolve personal problems that may adversely impact work performance, conduct, health, and well-being.

Website: <https://www.opm.gov/policy-data-oversight/worklife/employee-assistance-programs/>

Phone: 800-222-0364

Enterprise Service Desk

The Enterprise Service Desk (ESD) provides information technology and telecommunications technical support.

Email: FEMA-Enterprise-Service-Desk@fema.dhs.gov

Phone: 888-457-3362 (888-HLP-FEMA)

Safety, Health, and Wellness Toolkit

Website: <https://intranet.fema.net/org/ms/ocao/oshe/Pages/ESHtoolkit.aspx>

APPENDIX M: MEMORANDUM OF UNDERSTANDING TEMPLATE

MEMORANDUM OF UNDERSTANDING BETWEEN THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) AND [INSERT NAME OF THE OTHER PARTY]

A. Parties:

The parties to this Agreement are the Federal Emergency Management Agency (FEMA) and [insert name of the other party].

A. FEMA

1. PRIMARY MISSION: The primary mission of the Department of Homeland Security (DHS) Surge Capacity Force (SCF) is to provide FEMA a capability to augment its workforce to meet disaster staffing requirements when a major incident exceeds FEMA's capacity to execute its mission. The Post-Katrina Emergency Management Reform Act (PKEMRA) directs the Secretary of Homeland Security to designate employees from throughout DHS, as well as coordinate with OFAs, to staff the SCF. PKEMRA directs FEMA to implement and manage the SCF program.

B. [INSERT NAME OF THE OTHER PARTY]

1. PRIMARY MISSION. The primary mission of [insert name of the other party] is to [insert other party's mission].
2. SPECIFIC ACTIVITIES: In support of the primary mission of [insert name of the other party], deploying federal employees to deliver disaster response and recovery support under the Stafford Act

I. Authority:

This Agreement is authorized by:

- A. Section 624 of the Post-Katrina Emergency Management Reform Act (PKEMRA) (codified at 6 U.S.C. § 711(b)).
- B. Sections 402 and 502 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Pub. L. No. 93-288 (1974) (42 U.S.C. § 5170a and § 5192).

II. Purpose:

This Agreement outlines the ways in which FEMA and [insert name of the other party] will cooperate to carry out their respective responsibilities with respect to the SCF program. The Agreement sets forth the terms by which [insert name of the other party] will provide personnel to assist FEMA in responding to natural disasters, acts of terrorism, and other man-made disasters, including catastrophic incidents.

III. Responsibilities:

A. FEMA Responsibilities

1. Define the force structure and programmatic requirements for SCF membership to meet FEMA's surge needs.
2. Develop FEMA-specific program information for dissemination to key stakeholders that needs to be communicated to departments, agencies, and SCF members.
3. Coordinate with other federal agencies (OFAs) to develop a robust recruiting program within Tier 4 employees' agencies.
4. Manage a current, interagency-wide agency roster in FEMA's Deployment Tracking System (DTS) of all members.
5. Develop and maintain pre-scripted Mission Assignments for the deployment of SCF members.
6. Conduct training for SCF members and OFA points of contact (POCs).
7. Conduct Mobility Exercise training for SCF members and OFA POCs.
8. Prepare and issue warning, alert, activation, deployment orders, and deactivation information to participating OFAs as required.
9. Identify the requirement for and deploy members of the SCF to meet operational needs and ensure valid mission assignments are issued.
10. Provide oversight and accountability for SCF members including reporting accountability to DHS/FEMA leadership.
11. Cooperate with SCF members' contributing DHS Components or OFAs on the personnel management of the SCF, consistent with the *DHS Surge Capacity Force Program Interim Guide*.

B. [Insert name of the other party] Responsibilities

1. Appoint a POC(s) within the agency who will coordinate with the FEMA SCF Section and members of the SCF program.
2. Coordinate with FEMA SCF Section to develop a robust SCF member recruitment and engagement program.
3. Roster a minimum of [XX] members for the SCF program.
4. Create and maintain a current roster of available and approved employees to support the DHS SCF mission.
5. Submit changes to the roster to the FEMA SCF Section on at least a quarterly basis.

6. Ensure all employees designated to serve on the DHS SCF have met all requirements, including the required Independent Study courses and anti-harassment training, hold a government travel credit card in good standing, and possess a valid and current Homeland Security Presidential Directive-12 (HSPD-12) compliant Personal Identity Verification (PIV) credential that will not expire during their 45-day deployment.
7. Create a Quick Reference Guide for deployed SCF members that includes: travel, time, and attendance information, and other agency/component specific information.
8. Ensure members are oriented to their agency's policies and procedures concerning time, attendance, and travel vouchers.
9. Develop agency-specific program communication for SCF members.
10. Identify a finance POC; review pre-scripted SCF Mission Assignments and monitor the implementation of the Mission Assignments from obligation through closeout to include timely and accurate billing in close coordination with the FEMA SCF program leads and Office of Chief Financial Officer (OCFO) Finance staff.
11. Verify all required training has been completed and keep a record of the completion.
12. Provide situational updates to internal leadership and coordinate internal program support before, during, and after an activation.
13. Ensure members discuss availability to deploy with their direct supervisor and inform their agency's SCF POC of any changes to their availability.
14. Ensure members update their contact information and availability in the Deployment Tracking System (DTS).
15. Ensure members attend trainings and exercises.
16. Ensure members follow FEMA and home agency policies and procedures during their deployment.
17. Ensure members report vehicle accidents and injuries while deployed in accordance with FEMA policies and procedures.
18. Cooperate with FEMA on the personnel management of their employees while deployed, consistent with the *DHS Surge Capacity Force Program Interim Guide*.

IV. Points of Contact:

A. FEMA

[Insert Point of Contact's name, title, office address, email, and phone number. Fax, and cell phone numbers should be included when possible. POC must be a named individual.]

B. [INSERT NAME OF THE OTHER PARTY]

[Insert Point of Contact's name, title, office address, email, and phone number. Fax, and cell phone numbers should be included when possible. POC must be a named individual.]

V. Other Provisions:

- A. Nothing in this Agreement is intended to conflict with current law or regulation or the directives of DHS or [insert name of the other party]. If a term of this agreement is

inconsistent with such authority, then that term shall be invalid, but the remaining terms and conditions of this agreement shall remain in full force and effect.

- B. Nothing in this Agreement is intended to restrict the authority of either party to act as provided by statute or regulation.
- C. This Agreement, upon execution, contains the entire agreement of the parties and no prior written or oral agreement, express or implied, shall be admissible to contradict the provisions of this Agreement.
- D. Any information shared under this Agreement will comply with the Privacy Act, and to the extent required and allowable, the Freedom of Information Act (FOIA), and any other applicable statute, Executive Order, or regulation.
- E. The use of federal facilities, supplies and services undertaken under this Agreement will be in compliance with regulations promulgated by FEMA under the Stafford Act guaranteeing non-discrimination and prohibiting duplication of benefits. (See 44 CFR 206.11 and 206.191.)
- F. This Agreement is between FEMA and [insert name of the other party] and does not confer or create any right, benefit, or trust responsibility, substantive or procedural, enforceable at law or equity, by any third person or party (public or private) against the United States, its agencies its officers, or any person; or against [insert name of the other party], their officers or employees or any other person.
- G. This Agreement creates neither a partnership nor a joint venture, and neither party has the authority to bind the other. This agreement is not intended to be enforceable in any court of law or dispute resolution forum.
- H. The parties will use or display each other's name, emblem, or trademarks only in the case of particular projects and only with the prior written consent of the other party. The Department of Homeland Security (DHS) seal is protected by 18 U.S.C. §§ 506, 701, and 1017, among other laws, and use of the seal is controlled by the DHS Office of Public Affairs through DHS Management Directive No. 0030 (MD 0030). Written permission is required to use the DHS Seal. Any party to this agreement that is not a federal entity may only use an official DHS seal upon written permission from DHS. The SCF program seal, or logo, approved by DHS, may be utilized by DHS components and OFAs for program marketing, promotion, and recruitment.
- I. Liability: The parties to this agree to be responsible for the negligent or wrongful acts or omissions of their respective employees arising under this agreement. The parties agree -- subject to any limitations imposed by law, rule, or regulation -- to cooperate in good faith to resolve any claims promptly and, whenever appropriate, without litigation. For all claims or suits arising under this agreement, each party's designated legal representatives will, within (7) calendar days of receipt, provide each other's designated legal representatives copies of any documents memorializing such

claims. Nothing in this Agreement shall be construed as a waiver of any sovereign immunity of the United States. The Federal Tort Claims Act (FTCA), 28 U.S.C. §§ 1346 (b), 2671-2680 provides the exclusive monetary damages remedy for allegedly wrongful or negligent acts or omissions by federal employees within the scope of their employment.

- J. This Agreement is not a fiscal or funds obligation document. Any services, equipment or personnel provided to FEMA to accomplish the goals anticipated under this agreement are done so without expectation of reimbursement or the payment of fees related to the provision of such services, equipment or personnel unless otherwise agreed. Any specific work or activity that involves the transfer of funds, services, or property among the parties will require execution of a separate agreement, contingent upon the availability of appropriated funds. Such activities must be independently authorized by appropriate statutory or other authority. This Agreement does not provide such authority.
- K. Any ancillary reimbursement agreements must be in writing and signed by both parties.

VI. Effective Date:

The terms of this Agreement will become effective upon the signature of both parties.

VII. Modification:

This Agreement may be modified upon the mutual, written consent of the parties.

VIII. Period of Performance and Termination:

The terms of this Agreement, as modified with the consent of both parties, will remain in effect until [period of three years]. The Agreement may be extended by mutual written agreement of the parties. Either party upon [14] days written notice to the other party may terminate this Agreement.

IX. Approved By:

[Insert the name and position of the official signing for FEMA]

[insert signature date]

[Insert the name and position of the official signing for the other party]

[insert signature date]

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APPENDIX N: FEMA FORM FF-201-FY-21-100, DHS SURGE CAPACITY FORCE BIWEEKLY TIME AND ATTENDANCE

DEPARTMENT OF HOMELAND SECURITY
Federal Emergency Management Agency

SURGE CAPACITY FORCE BIWEEKLY TIME AND ATTENDANCE

SCF Member Name			SCF Deployment Title				
FLSA (Exempt/Non-Exempt)		SCF Phone Number		SCF Sponsoring Agency			
Temporary Duty Supervisor Name				Temporary Duty Supervisor Email			
TDS Phone Number	Pay Period Number		Pay Period Dates		Disaster Number	Duty Station (City, State)	
	Pre-Approved Schedule		Actual Worked Hours i.e. 8a to 5p				
	Start Time	Stop Time	Base Hours	Overtime Hours	Night Differential Hours	Sunday Premium Pay	Holiday Worked
Example	8am	6pm	8a to 4:30p	4:30p to 6p			
Sun							
Mon							
Tue							
Wed							
Thur							
Fri							
Sat							
Sun							
Mon							
Tue							
Wed							
Thur							
Fri							

Sat							
Holiday Leave Date(s)				Holiday Leave Hours Per Holiday			
Additional Information							
SCF members who are scheduled to work 5 or more hours in a day must schedule a 30-minute unpaid lunch or meal period. During this time the SCF member is not permitted to work.							
A SCF member is required to work 40 non-overtime hours per week to be eligible for overtime. Ideally, these 40 hours should be allocated evenly (8 hours per day) Monday through Friday between 6 am and 6 pm.							
Night differential is only authorized if, and to the extent, night work is ordered and approved in advance of the Sunday through Saturday workweek. Night work is work performed between 6 pm and 6 am. If an SCF member works additional hours between 6pm and 6am than what is initially ordered and approved in advance of the workweek, those hours are not compensated with night differential, but with overtime.							
Unless specifically authorized to work a schedule that includes non-overtime hours on Sunday, SCF members should not claim Sunday premium pay because all non-overtime hours should be scheduled Monday through Friday. In such cases, hours of work on Sunday are overtime hours.							
Holiday premium pay (or holiday leave) should be limited to 8 hours per holiday worked in most cases because an SCF member's base non-overtime hours are 8 hours per day, Monday through Friday.							
SCF Member Signature				Date		TDS Signature	

APPENDIX O: BIWEEKLY TIME AND ATTENDANCE REPORTING

Accurate accounting of time and attendance information is essential for the Federal Emergency Management Agency (FEMA) to properly reimburse contributing Department of Homeland Security (DHS) components and other federal agencies (OFA) of the increased overtime and premium pay costs attributable to DHS Surge Capacity Force (SCF) deployments. Temporary Duty Supervisors (TDS) assist their assigned DHS SCF members with completing *FEMA Form FF-201-FY-21-100, Surge Capacity Force Biweekly Time and Attendance*, and transmitting the form to FEMA's Office of Response and Recovery (ORR), Field Operations Directorate (FOD) and the contributing DHS component or OFA for processing. The TDS and the DHS SCF member must complete a time and attendance form each pay period the DHS SCF member is deployed.

Step 1: Inputting Pay Period Information

On the first workday of a pay period the DHS SCF member and the TDS input the DHS SCF member's personal and work information into the time and attendance form. The TDS and DHS SCF member must complete the following information:

1. DHS SCF member's name.
2. DHS SCF deployment title.
3. DHS SCF member's Fair Labor Standards Act (FLSA) status. The TDS and DHS SCF will identify the DHS SCF member as either exempt or non-exempt.
4. DHS SCF member's phone number.
5. DHS SCF member's sponsoring DHS component or OFA.
6. TDS's name.
7. TDS's email address.
8. TDS's phone number.
9. The applicable FEMA pay period number. Some DHS components and OFAs use a different payroll service provider than FEMA (i.e., the Department of Agriculture's National Finance Center), and may have a different pay period calendar with different pay period numbers corresponding to different biweekly date ranges.
10. The applicable dates of the pay period. For example, pay period one of 2020 corresponds to 1/5/20 – 1/18/20.
11. The disaster number.
12. The disaster duty station, including the city and state.

Step 2: Defining the Work Schedule

At the start of the pay period, the TDS must complete the "Pre-Approved Schedule" section by specifying the daily expected start and stop times for the DHS SCF member. The TDS will assign the DHS SCF member to a Traditional Work Schedule beginning the first full pay

period of a deployment. For more information on an DHS SCF member work schedule, please refer to Appendix H: DHS Surge Capacity Force Member Work Schedule.

Step 3: Calculating Hours Worked and Overtime Hours

During the pay period, the TDS must complete the “Hours of Work Actually Worked”, “Non-Overtime” and “Overtime” sections of the time and attendance form.

A DHS SCF member must work a Traditional Work Schedule. A TDS will generally assign the DHS SCF member to a schedule of eight hours each Monday through Friday. Hours of work ordered and approved in excess of this amount are overtime hours.

For example, if a TDS orders an DHS SCF member to work, in advance of the administrative workweek, from 0700 to 1900, Sunday through Saturday, the DHS SCF member must claim non-overtime and overtime hours. In this scenario, the DHS SCF member must have worked 11.5 overtime hours on Sunday, eight non-overtime hours each Monday through Friday, 3.5 overtime hours each Monday through Friday, 11.5 overtime hours on Saturday, and one hour of night differential each day.

If a DHS SCF member is deployed in the middle of a pay period and performs work in accordance with the DHS SCF member’s steady-state position, the DHS SCF member’s steady-state work schedule determines which days and hours constitute their 40-hour basic work requirement for the week for the first pay period. This also occurs for 80-hour biweekly work requirement if on a compressed or maxiflex work schedule. The hours a TDS orders and approves for the DHS SCF member to work that are in excess of eight hours in a day or 40 hours in an administrative work week, or in excess of the established work schedule for compressed work schedules, are overtime hours.

For example, if a DHS SCF member normally works a five/four/nine compressed work schedule (an example of such a schedule with the non-overtime hours per workday displayed below). Overtime hours are the hours ordered and approved to be worked in excess of this established work schedule. Table 13 depicts a compressed work schedule.

Table 13: Example DHS SCF Member Compressed Work Schedule

Department of Homeland Security Surge Capacity Force Member Steady-State Compressed 5/4/9 Work Schedule					
Week 1 of Pay Period	Monday	Tuesday	Wednesday	Thursday	Friday
	9 hours	9 hours	9 hours	9 hours	9 hours
Week 2 of Pay Period	Monday	Tuesday	Wednesday	Thursday	Friday
	9 hours	9 hours	9 hours	8 hours	Day Off

Additionally, if a DHS SCF member would normally work nine non-overtime hours on the first Wednesday of a pay period if not deployed but is deployed on that Wednesday and is ordered to work from 0700 to 1900 that day, the DHS SCF member must claim nine non-overtime hours, 2.5 overtime hours, and one hour of night differential.

Step 4: Calculating Night, Sunday, and Holiday Hours

During the pay period, the TDS must complete the “Hours of Work Actually Worked”, “Night Hours,” “Sunday Premium Pay,” and “Holiday Worked” sections of the time and attendance form.

Night Hours

The DHS SCF member may claim night hours up to the amount identified in the “Pre-Approved Schedule” section of their time and attendance form. The TDS will verify that the DHS SCF member worked those hours and accurately mark them on the time and attendance form.

For example, if a TDS schedules a DHS SCF member to work 0700 to 1900, the DHS SCF member may claim a maximum of one hour of night differential because one hour of night work was scheduled in advance. If a TDS then orders a DHS SCF member to work additional night hours during the pay period (e.g., until 2100 on a given workday), the DHS SCF member will only be able to claim one hour of night differential, and the hours of night work in excess of the pre-approved schedule are compensated with overtime only.

Sunday Premium Pay

The DHS SCF member may claim Sunday premium pay in two scenarios. If a DHS SCF member’s steady-state work schedule during the first pay period of deployment included regular non-overtime work on a Sunday, the DHS SCF must claim Sunday premium pay only for hours worked on the Sunday. The claimed hours are not to exceed the number of non-overtime Sunday hours the DHS SCF member would normally work (e.g., eight hours on a standard or flexible schedule, or the numbers of hours scheduled on a compressed work schedule).

Additionally, if a DHS SCF member is placed on an approved Sunday through Thursday eight hour per day work schedule by the Chief of Staff, or designee, of the Joint Field Office or Long-term Recovery Office. In such cases, the DHS SCF must claim Sunday premium pay for the hours actually worked, not to exceed eight hours.

Holiday Worked

The DHS SCF member may claim holiday premium pay for time they work on a holiday. FEMA calculates holiday pay based using two methods based on if the DHS SCF member works a compressed work schedule or a traditional work schedule.

Compressed Work Schedule

During the first pay period of a deployment, a DHS SCF member may work a compressed work schedule due to their steady-state position. If the DHS SCF member is on a compressed work schedule in their steady-state position, and the DHS SCF member performs work on a Federal holiday during a regularly scheduled workday, the DHS SCF member must claim holiday premium pay for the actual number of hours worked on the holiday, not to exceed the number of non-overtime hours the DHS SCF member would have

worked if not deployed. If a DHS SCF member works hours in excess of their regularly scheduled steady-state position hours on a holiday, such hours are compensated with regular overtime pay only.

For example, a DHS SCF member is normally scheduled to work nine hours on a holiday due to working a compressed work schedule. When deployed through the DHS SCF, the DHS SCF member is instead ordered to work a 0700 to 1900 shift on the holiday for the first pay period. The DHS SCF member should claim nine hours of holiday premium pay, with the remaining 2.5 hours coded as regular overtime.

Traditional Work Schedule

The DHS SCF member must work a Traditional Work Schedule, with the possible exception of their first pay period. A DHS SCF member on a traditional, eight-hour, Monday through Friday schedule, who is ordered to perform work on a Federal holiday and that day would otherwise be a part of their regularly scheduled workday, must claim the actual number of hours worked on the holiday, not to exceed eight hours of holiday premium pay. If a DHS SCF member works in excess of eight hours on this holiday, such hours are compensated with regular overtime pay only.

For example, if the TDS orders the DHS SCF member to work from 0700 to 1900 on a holiday, and that day would otherwise be a part of their regularly scheduled workday, the DHS SCF member must claim eight hours of holiday premium pay, 2.5 hours of regular overtime, and one hour of overtime with nighttime differential.

Additionally, if the TDS orders the DHS SCF member to work a half day on a holiday, and that day would otherwise be a part of their regularly scheduled workday, the DHS SCF member must claim four hours of holiday premium pay, four hours of holiday leave, and no overtime hours or night differential.

Step 5: Completing Holiday Leave

In the event there is a federal holiday during the pay period and the TDS grants the DHS SCF member holiday leave, the TDS must complete the “Holiday Leave Date(s)” and “Holiday Leave Hours Per Holiday” in the time and attendance form. The number of holiday leave hours a DHS SCF may be granted is based on whether the DHS SCF member would normally work a compressed work schedule.

The DHS SCF member may only work a compressed work schedule in the first pay period. If a DHS SCF member would normally work a compressed work schedule, the number of holiday leave hours granted is based on the number of non-overtime hours the DHS SCF member would normally work (if the DHS SCF member would normally work nine hours, then the DHS SCF member would be granted up to nine hours of holiday leave).

If a DHS SCF member works a Traditional Work Schedule and is excused from working on a federal holiday, the DHS SCF member must claim the number of hours excused from work not to exceed eight hours of holiday leave.

For example, a DHS SCF member required to work four hours and excused for the other four hours of work on a Federal holiday, would earn four hours of holiday premium pay, and claim four hours of holiday leave, and not claim any overtime or night differential.

For example: The DHS SCF member is excused from all work on a federal holiday, in such cases, the DHS SCF member should claim eight hours of holiday leave.

Step 6: Signing the Biweekly Time and Attendance Form

On the Friday or Saturday at the end of the pay period, the TDS and DHS SCF member must sign the time and attendance form attesting to the accuracy of the information. FEMA will use the information on this form to calculate the value of the premium pay FEMA owes the contributing DHS component or OFA.

If the DHS SCF member submits a different number of hours and premium pay in the DHS SCF member's time and attendance system (e.g., webTA), FEMA will not reimburse the contributing DHS component or OFA for any excess overtime or premium pay costs than what is authorized on the time and attendance form. In such cases, the DHS SCF member may be subject to recoupment (if the excess funds are distributed) and discipline.

Step 7: Forwarding to the Surge Capacity Force Section

Once completed and signed, the TDS must email a copy of the time and attendance form for each of their assigned DHS SCF member to FEMA ORR/FOD, the SCF Section at surgecapacityforce@fema.dhs.gov. FEMA ORR/FOD is responsible for working with FEMA's Office of the Chief Financial Officer to calculate the value of the reimbursable premium pay earned by DHS SCF members then process the necessary reimbursements.

Step 8: Forwarding to the DHS Surge Capacity Force Point of Contact

FEMA ORR/FOD must forward completed *FEMA Form FF-201-FY-21-100, Surge Capacity Force Biweekly Time and Attendance* forms to the appropriate DHS SCF POC, who will be responsible for transmitting the forms to the responsible time and attendance certifying official. The time and attendance certifying official must be responsible for ensuring what is reported on the FEMA forms matches the information recorded in the DHS SCF member's time and attendance system of record (e.g., webTA).