

# Union Calendar No. 664

118<sup>TH</sup> CONGRESS  
2<sup>D</sup> SESSION

# H. R. 9037

[Report No. 118-812]

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

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IN THE HOUSE OF REPRESENTATIVES

JULY 15, 2024

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

DECEMBER 5, 2024

Committed to the Committee of the Whole House on the State of the Union and ordered to be printed

# **A BILL**

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

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

3 **SECTION 1. SHORT TITLE.**

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

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

8 (a) DEFINITIONS.—In this section:

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

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

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

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

20 (b) PLAN DEVELOPMENT.—Not later than 1 year  
21 after the date of enactment of this Act, and not less fre-  
22 quently than once every 3 years thereafter, the Adminis-  
23 trator shall develop and submit to the Committee on  
24 Homeland Security and Governmental Affairs of the Sen-  
25 ate and the Committee on Transportation and Infrastruc-

1 ture of the House of Representatives a human capital op-  
2 erating plan to shape and improve the workforce of the  
3 Agency.

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

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

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

20 (A) a process to monitor and evaluate  
21 progress toward those goals;

22 (B) a discussion of why the Agency has or  
23 has not met those goals, including a description  
24 of specific barriers; and

1 (C) a discussion of the addition or deletion  
2 of any specific performance measures;

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

5 (3) a comprehensive analysis of the projected  
6 costs associated with implementing the plan;

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

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

15 (6) an analysis of the current workforce of the  
16 Agency and possible gaps in the current staffing  
17 structure of the Agency needed to fulfill the mission  
18 of the Agency, including an assessment of—

19 (A) the critical and emerging skills that  
20 will be needed in the workforce of the Agency  
21 to support the mission and responsibilities of,  
22 and effectively manage, the Agency during the  
23 3-year period following the date of the submis-  
24 sion of the plan, including target staffing num-  
25 bers by cadre, region, and office;

1 (B) the skills of the workforce of the Agen-  
2 cy, including numbers of employees by cadre,  
3 region, and office on the date of submission of  
4 the plan;

5 (C) projected trends in the workforce of  
6 the Agency based on expected losses due to re-  
7 tirement and other attrition, including any  
8 known data for the causes of attrition; and

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

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

21 (A) specific recruitment and retention  
22 goals by cadre and mission critical occupations,  
23 including the analysis that the Agency uses to  
24 produce those numbers;

1           (B) specific strategies for developing,  
2 training, deploying, motivating, and retaining  
3 the workforce of the Agency and the ability of  
4 the workforce of the Agency to fulfill the mis-  
5 sion and responsibilities of the Agency, includ-  
6 ing the program objectives of the Department  
7 and the Agency to be achieved through such  
8 strategies;

9           (C) specific strategies for recruiting and  
10 retaining individuals needed to address work-  
11 force gaps within specific cadres;

12           (D) specific strategies for the development,  
13 training, and coordinated and rapid deployment  
14 of the Surge Capacity Force; and

15           (E) any necessary legislative proposals to  
16 improve recruitment and retention; and

17 (8) a discussion that—

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

22           (B) includes information on annual data  
23 relating to the deployment of the workforce of  
24 the Agency following major disasters or emer-  
25 gencies declared by the President under section

1           401 or 501, respectively, of the Robert T. Staf-  
2           ford Disaster Relief and Emergency Assistance  
3           Act (42 U.S.C. 5170, 5191) during the 3-year  
4           period preceding the date of the submission of  
5           the plan;

6           (C) details—

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

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

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

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

19           (D) details—

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

23                   (ii) information on reported cases of  
24                   discrimination and harassment within the



1 Agency and the outcomes of those cases;  
2 and

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

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

10 (ii) the start date of the employee at  
11 the Agency for the position.

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

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

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

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



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