Reconstitution Manager's Guide

FEMA Office of National Continuity Programs

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Contents

Introduction

The "FEMA Reconstitution Manager's Guide" (Guide) provides reconstitution managers and team members with organizational level reconstitution program management resources. The Guide:

- Summarizes all federal requirements for managing a department/agency (D/A) level reconstitution program.

- Provides a brief overview of reconstitution operations.

- Explains the Sub-Phases of reconstitution and documents the activities associated with each Sub-Phase.

- Provides roles, responsibilities, and activities of reconstitution managers and team members during each Sub-Phase of reconstitution.

- Suggests composition of reconstitution teams.

- Addresses reconstitution reporting and how to determine your reconstitution planning level.

This guide provides a resource for the reconstitution community to communicate best practices and suggestions for reconstitution program management.

Purpose

This Guide consolidates information about reconstitution from federal directives, policies, training programs, and best practices into a single reference guide for reconstitution managers and team members. An organizational level reconstitution program has several components and operates in multiple stages of continuity operations. Reconstitution managers and organizational leaders can use this guide to develop and maintain their organization's reconstitution program.

Applicability and Scope

This document is specifically designed for D/As, but may also guide state, local, tribal, and territorial (SLTT) reconstitution programs.

Review Cycle

The Federal Emergency Management Agency (FEMA), Office of National Continuity Programs (ONCP) will review and/or revise this document every four years based on feedback. Please send suggested revisions and additions to fema-ncp-reconstitution@fema.dhs.gov.

Authorities

- Homeland Security Act of 2002, as amended (6 U.S.C. § 101 et seq.)

- Public Law (P.L.) 110-53, Implementing Recommendations of the 9/11 Commission Act of 2007, Title IV, Section 405, August 2007

- Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, 1988, as amended

- Executive Order 13961, Governance and Integration of Federal Mission Resilience, December 7, 2020

- Presidential Policy Directive (PPD)-40, National Continuity Policy, July 15, 2016

- Federal Continuity Directive (FCD) 1, Federal Executive Branch National Continuity Program and Requirements, January 17, 2017

References

- Federal Mission Resilience Strategy, December 7, 2020

- FEMA National Continuity Programs, Federal Executive Branch Reconstitution Concept of Operations, February 2021

- FEMA National Continuity Programs, Continuity Guidance Circular, February 2018

- FEMA National Continuity Programs, Federal Executive Branch Reconstitution Operations Plan, date pending publication

- FEMA National Continuity Programs, Guide to Continuity Program Management, May 2020

- FEMA National Continuity Programs, IS:0545 Reconstitution Planning Course, August 11, 2014 (pending publication of updated course)

- FEMA National Continuity Programs, Reconstitution Planners Workshop, November 2019

- FEMA National Continuity Programs, Reconstitution Plan Template, April 8, 2019

- National Archives and Records Administration Essential Records Guide, August 2018

Presidential Policy Directive-40 Federal Reconstitution Requirements

This section calls out specific reconstitution requirements found in PPD-40, National Continuity Policy, which requires D/As to provide for "reconstitution capabilities that allow for recovery from a catastrophic emergency and resumption of normal operations."

Reconstitution Requirements for the Executive Office of the President (EOP), and Executive Branch D/As

- "The EOP and executive departments and agencies shall develop continuity plans, including devolution and reconstitution, with appropriate delegations of authority for leadership and staff to increase survivability and maintain the performance of essential functions."

- "Continuity requirements for the EOP and executive departments and agencies shall include: (j) Provisioning for reconstitution capabilities that allow for recovery from a catastrophic emergency and resumption of normal operations."

- "Heads of executive departments and agencies shall: (e) Plan and conduct routine internal testing, training, and exercises and, in consultation with the Secretary of Homeland Security, support and participate in annual tests, training and exercises to evaluate program readiness and ensure adequacy and viability of continuity plans and communications and information services systems;...(g) Report their continuity facilities and reconstitution requirements to GSA and validate/update them annually or as otherwise directed."

Reconstitution Requirements

The following are federal reconstitution requirements for the FEMA, General Services Administration (GSA), Office of Personnel Management (OPM), and National Archives and Records Administration (NARA):

- "Through the Administrator of FEMA...Facilitate the planning and coordinate the activities of the General Services Administration (GSA), the Office of Personnel Management (OPM), and the National Archives and Records Administration (NARA), among others, in the implementation of reconstitution of the EOP and executive departments and agencies and inform the [National Continuity Coordinator] NCC of the executive branch's reconstitution status;"

- "The Administrator, GSA, shall: (b) In coordination with FEMA, support the reconstitution efforts of the EOP and executive departments and agencies."

- "The Director, OPM, in coordination with FEMA, shall support the reconstitution efforts of the EOP and executive departments and agencies."

- ▪ "The Archivist, NARA, in coordination with FEMA, shall support the reconstitution efforts of the EOP and executive departments and agencies."

Federal Continuity Directive 1 Federal Reconstitution Requirements

Specific reconstitution program requirements are found in Federal Executive Branch National Continuity Program and Requirements, Directive 1 (FCD-1), Annex J, with other best practices in Annexes F, H, I, K, and L. Many of the requirements identified in this section use the generic term "continuity personnel," which includes reconstitution managers and team members as reconstitution is a phase of continuity and the term applies to all persons performing continuity operations. This guide summarizes reconstitution requirements found within the annexes of FCD-1, many of which can be best managed using a project or program management approach.

Annex J: Reconstitution

Annex J identifies three primary requirements for an organizational reconstitution program:

1. Designation of a reconstitution manager, an approved pre-event reconstitution plan, and annual completion of the SF-2050 Facilities Reconstitution Questionnaire. Annex J also identifies the requirement for D/As to submit periodic reconstitution status reports (RSR) to FEMA to provide updates on the status of the organization's reconstitution efforts.

2. Prior to a catastrophic incident, the pre-event reconstitution plan is approved at the D/A level.[1] It is suggested that the head of the D/A be the approval authority for the pre-event reconstitution plan. The pre-event plan should be an all-hazards plan that addresses many types of disruptions including but not limited to:

   - o Accidents

   - o Natural disasters

   - o Cybersecurity events

   - o Pandemics

   - o Terrorist attacks

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[1] During normal operations, the plan is referred to as a pre-event reconstitution plan. The pre-event reconstitution plan uses an all-hazards approach to ensure it is adaptable to any type of catastrophic incident that will require reconstitution. After a catastrophic incident, D/As will tailor the pre-event reconstitution plan to the specific emergency or event. The resulting plan is referred to as the post-event reconstitution plan.

3. This plan should address how the D/A will reconstitute from any event that impacts facilities, records, and the ability of personnel to perform their normal functions. The FEMA Reconstitution Plan Template offers detailed guidance for developing these plans.

The GSA SF-2050 Reconstitution Questionnaire is the mechanism for D/As located in the National Capital Region (NCR) who do not own their own facilities to document and report facility space and equipment requirements to facilitate and expedite reconstitution when required. This form must be updated annually. The form is not required for facilities located outside of the NCR. While there is no requirement for non-Washington, DC based agencies or non-federal organizations to submit the SF-2050, the form may be useful as an internal tool to help catalog facility requirements.

The Reconstitution Manager should:

- Be able to focus solely on the issues related to reconstitution during a continuity event.

- Have a close working relationship with the continuity manager and staff who support reconstitution efforts, to include facilities, security, and information and computer technology personnel.

- Be of an appropriate level to work directly with senior leadership.

- Be familiar with the reconstitution plan.

- Be detail oriented.

Due to the likelihood that the Reconstitution Manager is a senior official, the D/A appoints either a reconstitution team leader or point of contact who maintains the D/A's reconstitution plan and program. This person should provide the Reconstitution Manager updates and notifications during the Pre-event Preparedness Phase and would assist the Reconstitution Manager during the post-event phases. Details on suggested duties by phase for the Reconstitution Manager (and team leader, if designated) are listed later in this guide.

Annex F: Essential Records Management

The Reconstitution Manager should ensure the current Reconstitution Plan is included in the emergency operating records, and to coordinate with the Essential Records Manager to ensure that staff can access necessary records to resume operations. Division of responsibilities between the essential records representatives on the reconstitution team and the organization's Essential Records Manager is essential. The essential records representative on the reconstitution team will be solely focused on prioritizing the restoration or destruction of damaged records. Alternatively, the Essential Records Manager for the organization is focused on the day-to-day functions of maintaining undamaged records. The essential records representative should work closely with the Essential Records Manager to ensure the capability of reconstituting records but should not do the job of the Essential Records Manager.

The importance of planning for the security of classified records, materials, and equipment during reconstitution operations cannot be overemphasized. Specifically, the plan should address access to classified records, materials, and equipment; securing classified spaces; and the transportation of classified materials as necessary.

The Reconstitution Manager should maintain an Essential Records Inventory and Essential Records Packet. NARA defines an Essential Records Inventory as a "list which identifies the records that have been designated as essential. It includes other identifying information such as where the records are located, who is responsible for them, when they are cycled, format, and similar information useful for the agency to effectively manage the records" (Essential Records Guide, p. 36).

NARA defines an Essential Records Packet as "an electronic or hard copy compilation of key information, instructions, and supporting documentation needed to access essential records during an emergency. The Packet contains the fungible contents of the Essential Records Plan that need to be updated and maintained to ensure they are current" (Essential Records Guide, p. 37).

It is strongly recommended that the Reconstitution Manager consult the organization's Essential Records Manager and refer to FCD-1 Annex F and the NARA Essential Records Guide when developing their essential records inventories and packets.

Annex H: Human Resources

Annex H identifies six human resource requirements related to continuity program management and operations. These requirements, which are intended to be applied to reconstitution personnel, can be divided into two categories. Substituting "reconstitution personnel" for "continuity personnel" in the annex, the first category deals with administrative and preparedness requirements for reconstitution team members (to include leaders). The second category deals with communication with all other organizational personnel during continuity operations extended to include the reconstitution of the organization. The six Annex H requirements, tailored for reconstitution, are listed below.

1. Develop and implement processes to identify, document, and prepare reconstitution personnel to conduct or support reconstitution operations.

2. Provide guidance to reconstitution personnel on individual preparedness measures they should take to ensure response to an activation.

3. Develop a strategy and plan for utilizing and supporting personnel not assigned to perform continuity or reconstitution duties during activations.

4. Work with the Human Resources Office to develop and promulgate processes or procedures on how the organization will account for personnel in the affected area during a catastrophic incident or disruption to normal operations and throughout the reconstitution process.

5. Implement a process to communicate the organization's operating status to all staff and stakeholders.

6. Develop and implement a process to communicate guidance on pay, leave, staffing, and other human resources flexibilities to all staff.

Annex I: Devolution

The devolution plan must address reconstitution of the parent headquarters in the absence of the headquarters reconstitution team as well as the approach to devolved essential functions. Annex I lists four overarching requirements for personnel on the Devolution Emergency Response Group (DERG) that apply to reconstitution operations and program management. The most important reconstitution capability for the DERG is to be able to reconstitute the organization's headquarters. The Reconstitution Manager should ensure that:

- Reconstitution requirements are integrated into devolution plans; and

- DERG training and exercises address the reconstitution of the organization's headquarters.

Annex K: Test, Training, and Exercise

Annex K allocates requirements across four major areas: program management, testing, training, and exercises (TT&E). There are two requirements related to reconstitution:

1. An organization's training program must include annual training for the Emergency Relocation Group (ERG) and DERG members on all reconstitution plans and procedures to resume normal organization operations at the original primary operating facility or replacement primary operating facility.

   o It is critical to differentiate between ERG/DERG members and reconstitution team members. ERG members should have periodic awareness training for reconstitution operations. DERG members who could be responsible for conducting reconstitution operations should participate in additional reconstitution training. Reconstitution team members should participate in comprehensive reconstitution training.

2. An organization's exercise program should include and document a biennial exercise for ERG members to demonstrate their familiarity with the reconstitution procedures to transition from a disruption to operations to normal activities when appropriate.

   o In addition, the organization's primary reconstitution team should conduct an annual tabletop exercise or operations-based exercise for reconstitution personnel to demonstrate their familiarity with their plans and procedures and to validate the organization's capability to continue its essential functions while reconstituting.

Other suggestions for inclusion in reconstitution TT&E include:

- Alert and notification testing;

- Completion of the IS-0545 Reconstitution Planning Course;

- RSR Training; and

- Participation in FEMA-sponsored Eagle Horizon exercises.

Annex L: Operational Phases and Implementation

Annex L identifies requirements for reconstitution in relation to the four phases of continuity and identifies legacy reconstitution reporting requirements. The overall concept of reconstitution operations is provided in Section 9 of this Guide and reporting is addressed in Section 12.

Reconstitution is the fourth phase of continuity operations. Reconstitution has four Sub-Phases, each with its own requirements. The Sub-Phases of reconstitution are Pre-Event Preparedness, Event Planning, Implementation of Operations, and End of Reconstitution. These Sub-Phases are explained in greater detail in Section 8.

Annex L includes a general description of requirements for reconstitution following a catastrophic incident or disruption to normal operations. During the reconstitution phase, leadership communicates instructions to all staff and supervises the orderly resumption of normal operations at the primary operating facility, a temporary facility, or a new permanent facility. To expedite the return to full and normal operations, reconstitution activities begin as soon as possible following a disruption or threat that leads to the activation of continuity plans.

Reconstitution activities include:

- Assessing the status of the affected facility or facilities.

- Determining how much time is needed to repair the affected facility and/or to acquire a new facility.

- Supervising facility repairs.

- Notifying decision makers of the status of repairs, including estimates of when the repairs will be completed.

- Implementing a priority-based, phased approach to reconstitution.

Each D/A coordinates with GSA as required, directly or through the Executive Branch Reconstitution (EBR) Cell[2], for support in acquiring, equipping, and sustaining appropriate facilities to reconstitute normal operations based on the following:

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[2] The EBR Cell is an interagency element comprised of personnel from the FEMA, GSA, OPM, and NARA, whose mission is to support, assess, and coordinate the reconstitution programs of the executive branch during resumption of normal operations following a catastrophic incident.

- Total office area square footage required to accommodate staff.

- Special needs space (e.g., labs, classified facilities).

- Equipment and IT needs.

- Configuration of space (e.g., work areas, conference rooms).

Organizations (in coordination with GSA, OPM, or NARA as needed) must also:

- Verify that all systems, communications, and other required capabilities are available and operational, and that the organization is fully capable of performing essential functions and operations at the new or restored primary operating facility.

- Inform personnel that the actual incident, or threat, no longer exists and instruct personnel on how to resume normal operations.

- Conduct a smooth transition of ongoing essential functions from the alternate facility to either the normal operating facility, another temporary facility, or a new permanent primary operating facility.

- Determine which (if any) records were affected by the incident and ensure an effective transition or recovery of essential records and databases, as well as other records that had not been designated as essential records.

- Promptly report any unlawful or accidental removal, defacing, alteration, or destruction of records in the custody of the organization to NARA, Modern Records Programs, 8601 Adelphi Road, College Park, MD 20740-6001, (301) 837-1738. (Source: CFR 32, § 1230.14). The report must include:

  o A complete description of the records with volume and dates, if known.

  o The name of the office maintaining the records.

  o A statement of the exact circumstances surrounding the removal, defacing, alteration, or destruction of records.

  o A statement of the safeguards established to prevent further loss of documentation.

  o When appropriate, details of the actions taken to salvage, retrieve, or reconstruct the records.

- Report reconstitution status to FEMA ONCP using the RSR form to provide initial, monthly, and final status of organizational reconstitution efforts as the D/A transitions back to normal operations.

Sub-Phases of Reconstitution

Continuity cannot be fully achieved without reconstitution, whether in planning or in response to a real-world event.

.There are four Sub-Phases of reconstitution:

1. **Sub-Phase A: Pre-Event Preparedness** deals with the preparation and mitigation actions taken prior to a disruptive event.

2. **Sub-Phase B: Event Planning** deals with actions taken immediately following a disruptive event to prepare to resume normal operations.

3. **Sub-Phase C: Implementation of Reconstitution Operations** implements the plans made and courses of action (COA) approved during Sub-Phase B.

4. **Sub-Phase D: End of Reconstitution** describes the tasks to complete reconstitution operations and to capture and implement any lessons learned during the three previous Sub-Phases.

The chart to follow outlines activities and key forms and documents to support operations for each reconstitution sub-phase.

Table 1: Four Sub-Phases of Reconstitution

Sub-Phase	Continuity Phase	Activities	Key Forms and Documents
A: **Pre-Event Preparedness**	Readiness & Preparedness	• Develop plans, procedures, checklists, and agreements • Appoint Reconstitution Manager and Reconstitution Teams • Conduct training and exercises • Identify essential records • Coordinate with partners and service providers	• SF-2050 – to be updated and sent to GSA annually • Pre-Event Reconstitution Plan
B: **Event Planning**	Activation & Continuity Operations	• Assemble Reconstitution Team and relocate as needed • Assess damage • Determine applicable reconstitution planning level • Tailor reconstitution plan to specific event • Identify/approve course(s) of action to reconstitute for this Sub-Phase	• Initial Reconstitution Status Report (RSR) • Tailored Post-Event Reconstitution Plan • Approved Courses of Action
C: **Implementation of Reconstitution Operations**	Reconstitution	• Execute reconstitution operational responsibilities • Implement approved reconstitution course of action • Coordinate as needed with partners and service providers • Prioritize/coordinate relocation/resumption of normal operations	• Monthly RSR
D: **End of Reconstitution**	Reconstitution	• Conduct hot wash and develop after-action report • Update plans, procedures, checklists, and agreements • Update Corrective Action Program (CAP) • Implement improvements	• Final RSR • After-Action Report (AAR)/ Corrective Action Plan

Overview of Reconstitution Operations

Reconstitution is the process by which surviving and/or replacement agency personnel resume normal agency operations from the original or replacement primary facility. To expedite the return to full and normal operations, reconstitution activities begin as soon as possible following a disruption or threat that leads to the implementation of continuity plans.

Consistent with EO 13961 and the Federal Mission Resilience Strategy (FMRS), D/As should consider FMRS principles during reconstitution planning and operations, to include:

- Consideration of resilient, interoperable information and communications technology (ICT) networks necessary to enable sustained distribution of executive branch leadership and essential functions.

- Engagement, participation, and integration of leadership and functional mission owners in reconstitution plan development and reconstitution activities.

- Examination of facilities to increase the day-to-day use of distributed, alternate, and/or shared facilities to better assure essential functions against no-notice threats or disruptions.

After a disruption to normal operations, the basic concept of operations for the reconstitution of the Executive Branch includes the following characteristics and is graphically portrayed in Exhibit 1:

- Executive D/As begin to reconstitute normal operations when circumstances permit.

- Executive D/As request assistance as needed from the EBR Cell or directly from FEMA, GSA, OPM, and NARA for matters relating to reconstitution procedures, facilities, human capital, and records respectively.

- The EBR Cell ensures that the requests for assistance (RFAs) it receives are forwarded to and coordinated with the appropriate member organization.

- FEMA, GSA, OPM, and NARA provide the requested assistance and support.

- Executive D/As report reconstitution status to the EBR Cell when requested and in accordance with an established schedule.

- The EBR Cell compiles reconstitution status reports for the Executive Branch and submits to the National Security Council (NSC) Staff with other information and recommendations as needed.

- The EBR Council advises the President and NSC Staff regarding reconstitution matters, as requested.

- The NSC Staff notifies the EBR Cell, which informs the executive D/As, regarding reconstitution priorities and decisions.
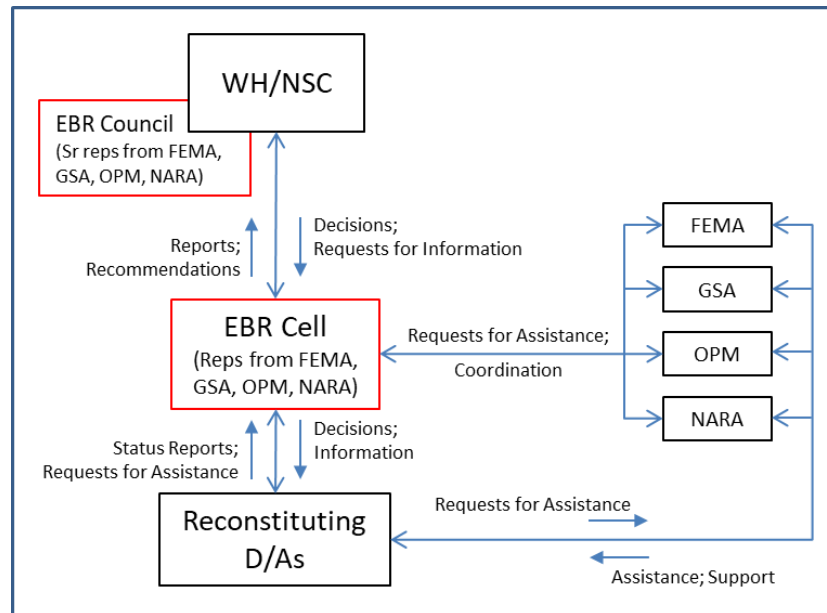
Figure 1: Executive Branch Reconstitution Concept of Operations

Each individual D/A is responsible for the development of an effective reconstitution program and for the reconstitution of the organization headquarters whenever required. Likely, a disaster in the NCR will cause activation of continuity plans, leading to the reconstitution of D/A headquarters located there. However, a disaster could strike anywhere and, given that federal facilities are located throughout the country, might disrupt non-headquarters D/A elements or geographically dispersed headquarters facilities. In that case, reconstitution on a smaller scale is required.

Inside the National Capital Region

When a catastrophic incident impacts the headquarters of one or more D/As and its functions are disrupted, the affected organizations would activate their Continuity of Operations (COOP) plans to continue to perform essential functions. For an event with notice, the D/A ERG will relocate to an alternate facility in accordance with any Continuity of Government Readiness Condition (COGCON) level change instructions and COOP plans. If there is no warning of the event or emergency, the D/A may implement its devolution plan instead. In either case, the Reconstitution Manager and team will lead the organization from the Pre-Event Preparedness Sub-Phase to initiate the reconstitution activities of the Event Planning Sub-Phase, including damage assessment and issue identification, in accordance with the organization's reconstitution plan.

The D/A will coordinate as required with the EBR Cell regarding facility, human capital, and records issues and submit initial, monthly, and final RSR to the EBR Cell, as appropriate. The EBR Cell will help to resolve any problems and issues throughout the Implementation of Operations Sub-Phase to allow for the eventual resumption of non-essential functions, from a temporary facility, if necessary, until normal operations can be resumed at a permanent new or repaired headquarters. See Exhibit 2.
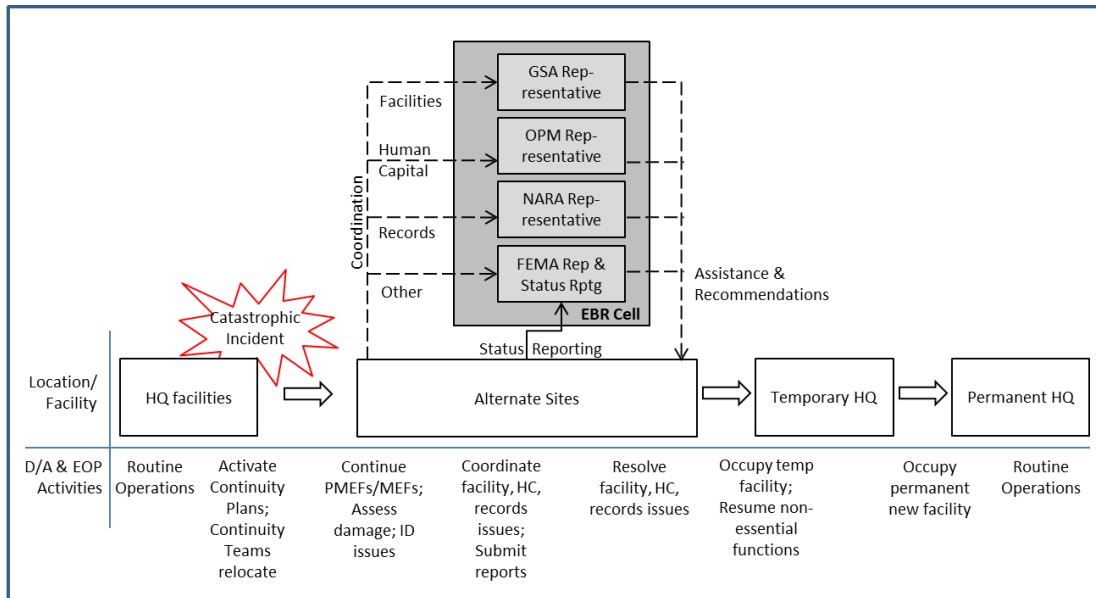
Exhibit 2: D/A Reconstitution within the NCR

Figure 2: D/A Reconstitution within the NCR

Outside of the National Capital Region

If the catastrophic incident occurs outside of the NCR and impacts a D/A facility, the organization's reconstitution plan should identify who is responsible for overseeing the impacted facility's reconstitution efforts. Depending on the scale and impact of the event, FEMA may elect to activate the EBR Cell, which may assume greater leadership in response to the event. The affected organization's COOP and reconstitution plans should include notifying the D/A headquarters, which will submit reports and coordinate as needed with the EBR Cell or, if not activated, its member organizations. The EBR Cell will coordinate with the impacted D/A at the HQ level to facilitate information flow and support D/A initiatives. It strengthens situational awareness and supports regional level reconstitution efforts. Meanwhile, the EBR Cell member organization regional/field structure may work directly with the affected D/A component. In the end, required support and assistance throughout the Event Planning and Implementation of Operations Sub-Phases may come through the headquarters and/or directly from the EBR Cell member organizations. See Exhibit 3.

Exhibit 3: Reconstitution of D/A Components Outside the NCR
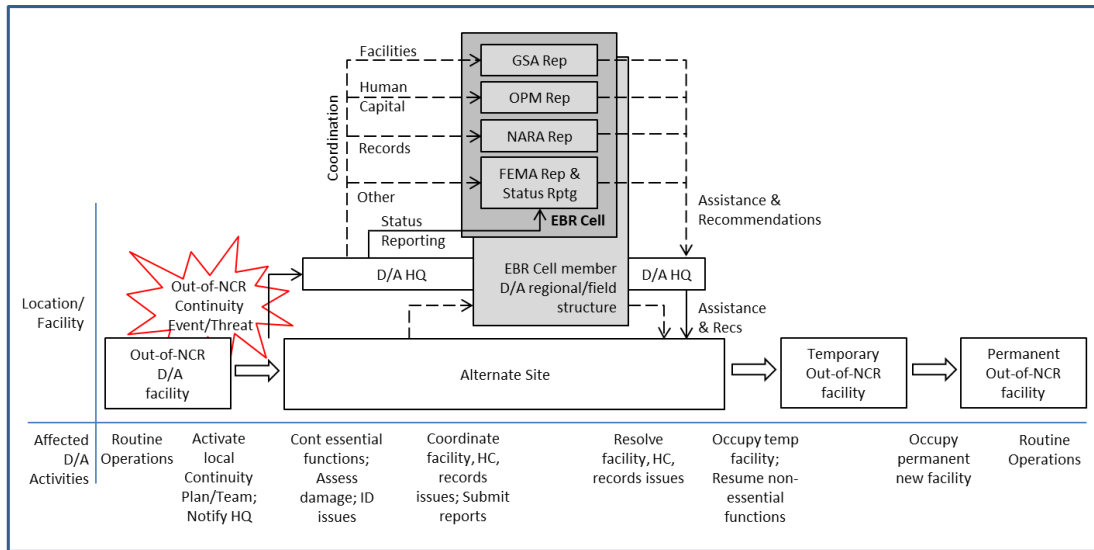
Reconstitution Personnel Roles and Responsibilities by Sub-Phase

This section allocates roles and responsibilities among organizational personnel during each Sub-Phase of reconstitution. The FEMA Reconstitution Plan Template describes these in greater detail. Organizations should tailor both the positions and responsibilities as needed to conform with their approach to reconstitution.

Sub-Phase A: Pre-Event Preparedness

Table 5 provides a list of roles and responsibilities for Sub-Phase A: Pre-Event Preparedness.

Table 5: Roles and Responsibilities for Sub-Phase A

Position	Responsibilities
Agency Head	▪ Identify and appoint a Reconstitution Manager ▪ Approve resources for an effective reconstitution program ▪ Approve Reconstitution Plan [or Annex]
Continuity Coordinator/ Manager	▪ Coordinate the integration of reconstitution plans with other continuity plans ▪ Coordinate ERG and Reconstitution Team staffing with the Reconstitution Manager ▪ Develop procedures on how to account for ERG personnel

Position	Responsibilities

Reconstitution Manager	▪ Program, plan, and budget for an effective reconstitution program
	▪ Develop and maintain a Reconstitution Plan [or Annex]
	▪ Maintain a portfolio of all records necessary to reconstitution operations (the reconstitution essential and operational records)
	▪ Complete and submit SF-2050 to GSA, update annually
	▪ Establish and document a priority-based, phased approach to reconstitution
	▪ Identify/designate Reconstitution Planning Team Members in writing
	▪ Manage the development and maintenance of a Reconstitution Plan [or Annex] and related documentation
	▪ Distinguish between planner and operator requirements, and identify potential organizational sources for candidates
	▪ Coordinate with offices and departments to fill Reconstitution Team positions
	▪ Coordinate with partners and service providers to identify external sources of required expertise such as structural engineers or other similar experts to conduct building safety evaluations and/or damage assessments. In most cases the General Services Administration will lead this effort when a repair to the facility is needed.
	▪ Identify/designate Reconstitution Implementation Team members in writing
	▪ Designate a Reconstitution POC to manage day-to-day operations of reconstitution program in writing
	▪ Establish and manage a reconstitution TT&E program
	    o Identify appropriate courses and training materials to satisfy identified requirements
	    o Incorporate reconstitution objectives and play into continuity exercises
	    o Design and conduct training and exercises for reconstitution personnel
	    o Establish and maintain training records for reconstitution personnel
	    o Identify and train a building assessment team
	    o Identify and train personnel to assess damage to records
	▪ Identify a plan to determine if you have enough personnel to resume normal operations following an event
	▪ Develop/maintain a communications plan and pre-approved messaging
	▪ Identify who will communicate with:
	    o Organizational staff
	    o Media
	    o External stakeholders

Position	Responsibilities
Reconstitution Team Members	▪ Coordinate documents through organization and with service providers related to their specific professional discipline ▪ Document and maintain space requirements ▪ Develop a building assessment checklist ▪ Develop equipment recovery and salvage checklist/plan ▪ Develop an approach to inform organization personnel regarding the resumption of normal operations ▪ Develop and maintain a contact list for key personnel internal and external to the organization ▪ Develop procedures for an orderly move to the original or replacement operating facility ▪ Establish and document a process for assessing the readiness of the original or replacement operating facility ▪ Develop procedures to verify all systems, communications, and required capabilities are available and operational ▪ Develop procedures for resuming operations at the original or replacement operating facility ▪ Develop reporting and communications operating procedures ▪ Develop guidance for developing and submitting a periodic report on reconstitution status ▪ Develop guidance for conducting the after-action review and developing the after-action report/improvement plan (AAR/IP) ▪ Develop and document Reconstitution Implementation Team operating procedures
Devolved Reconstitution Team Members	▪ Understand their responsibilities should they be called upon to execute the reconstitution plan ▪ Understand the active and passive triggers that would require the DERG members to assume the reconstitution mission ▪ Participate in applicable TT&E to be able to accomplish the reconstitution mission as necessary

Sub-Phase B: Event Planning

Table 6 depicts a list of roles and responsibilities for Sub-Phase B: Event Planning. This is the planning done immediately following a catastrophic incident that will require reconstitution.

Table 6: Roles and Responsibilities for Sub-Phase B

Position	Responsibilities
Agency Head	- Activate COOP Plan - Activate Reconstitution Plan [or Annex] - Review and approve event-specific reconstitution COA(s)
Continuity Coordinator / Manager	- Activate ERG at an alternate location to ensure continuity of essential functions - Account for organization personnel
Reconstitution Manager / DERG Reconstitution Manager if applicable	- Alert and account for all team members in less than 12 hours after activation - Assemble the Reconstitution Planning Team at a safe location - Ensure that Reconstitution Planning Team members have sufficient resources to begin planning - Manage development of event-specific reconstitution COA(s) - Identify appropriate subject-matter experts (SMEs) (Reconstitution Implementation Team members), partners, and service providers to respond to the specific event - Coordinate for the implementation of agreements with partners and service providers - Coordinate Agency Head approval of reconstitution COA(s)
Reconstitution Planning Team Members / Devolved Reconstitution Team members if applicable	- Report to the identified/designated location - Conduct/arrange for a preliminary damage assessment using the building assessment checklist - Identify records affected by the incident and transition or recover essential records and databases - Complete and submit initial RSR - Reach consensus regarding the appropriate planning level - Tailor the Reconstitution Plan [or Annex] to be responsive to the specific event and circumstances - Develop event-specific COA(s) - Prepare to transition from planning to implementation on order to implement
Partners / Service Providers	Prepare to implement support agreements

Sub-Phase C: Implementation of Reconstitution Operations

Table 7 depicts a list of roles and responsibilities for Sub-Phase C: Implementation of Reconstitution Operations. These are the actions taken to implement the refined post-event plan and approved courses of action to reconstitute the organization. This is not a comprehensive list and will need to be tailored to your organization.

Table 7: Roles and Responsibilities for Sub-Phase C

Position	Responsibilities
Agency Head	▪ Initiate reconstitution operations upon approval of refined plan and COA and determination that the catastrophic incident/threat is over and unlikely to recur
Continuity Coordinator / Manager	▪ Manage the relocation of functions, personnel, equipment, and documents from, and the shutdown of operations at, the alternate location
Reconstitution Manager / DERG Reconstitution Manager if applicable	▪ Manage the transition from planning to operations and the implementation of approved COA ▪ Oversee the transition of the Reconstitution Planning Team to the Reconstitution Implementation Team ▪ Monitor and report the status of reconstitution operations ▪ Coordinate with Continuity Coordinator for the movement of essential functions from alternate site to primary site, once the site is fully functional ▪ Coordinate with Human Resources to keep all employees informed regarding reconstitution operations ▪ Direct the implementation of applicable agreements with partners and service providers
Reconstitution Implementation Team Members / Devolved Reconstitution Team members if applicable	▪ Coordinate as required with appropriate local, state, and federal law enforcement and emergency services ▪ Coordinate operations to salvage, restore, and recover the primary operating facility ▪ Coordinate the conduct of security, safety, and health assessments to confirm facility suitability ▪ Coordinate to verify systems, communications, other required capabilities are available/operational ▪ Coordinate specific functions per professional discipline
Partner/Service Provider	▪ Conduct security, safety, and health assessments to determine facility suitability
Partner/Service Provider	▪ Verify that all systems, communications, and other required capabilities are available and operational ▪ Confirm that the organization is fully capable of accomplishing all essential functions and operations
Human Resources or Other Internal Messaging Personnel	▪ Coordinate with Reconstitution Manager regarding reconstitution operations and keep all employees informed

Position	Responsibilities
External Messaging Personnel	▪ Coordinate with Reconstitution Manager regarding reconstitution operations and keep external stakeholders informed

Sub-Phase D: End of Reconstitution

Table 8 depicts a list of roles and responsibilities for Sub-Phase D: End of Reconstitution. These are the actions taken after the organization has resumed normal operations.

Table 8: Roles and Responsibilities for Sub-Phase D

Position	Responsibilities
Agency Head	▪ Approve the AAR/CAP
Reconstitution Manager / DERG Reconstitution Manager if applicable	▪ Facilitate reconstitution hot wash and/or after-action conference ▪ Coordinate/manage the development of the reconstitution AAR and CAP
Reconstitution Team Members / Devolved Reconstitution Team members if applicable	▪ Participate in the after-action review and reporting, and improvement planning processes ▪ Review and update the Reconstitution Plan [or Annex], procedures, and processes ▪ Review and update checklists ▪ Review and update contact lists for key personnel internal and external to the organization ▪ Review and update Reconstitution Team operating procedures

Reconstitution Teams

This section provides guidance on three major topics related to reconstitution team composition. First, it addresses the different reconstitution teams that may be required to build and implement a comprehensive reconstitution plan. Next, it addresses planning requirements for reconstitution by the devolved reconstitution team. Finally, it identifies suggested team composition, or major positions to be filled on the various reconstitution teams.

Each organization will have unique reconstitution requirements. This document is only intended to provide basic guidelines for addressing reconstitution planning and implementation objectives that would be common to most organizations. Organizations are encouraged to use the information in this document as a reference to address their reconstitution staffing requirements.

Types of Reconstitution Teams

There are three types of reconstitution teams: the reconstitution planning team, the reconstitution implementation team, and the devolved reconstitution team.

- The reconstitution planning team gathers information and is responsible for developing the Pre-Event Reconstitution Plan that takes an all-hazards approach by addressing in general terms how the organization will reconstitute from any disruption.

    o The pre-event reconstitution plan can be either a stand-alone plan or an Annex to the COOP plan and should be updated at least annually. Team rosters and contact lists should be updated any time that there are personnel changes on the teams.

    o The pre-event reconstitution plan includes processes and procedures to respond to a wide variety of situations.

    o FCD-1 and the FEMA Reconstitution Plan Template provide detailed information about roles and responsibilities for pre-event activities.

    o The reconstitution planning team assembles and conducts preliminary damage assessments, submits an initial RSR and determines the appropriate planning level immediately following an event.

    o Next, they tailor the pre-event reconstitution plan to the specifics of the event and develop event-specific COA for approval by leadership and implementation when safe to do so. This tailored plan is called a post-event reconstitution plan.

    o At this point the reconstitution planning team transitions to become the reconstitution implementation team. Additional members (i.e., SME), may be onboarded to support the implementation of approved COA.

- The reconstitution implementation team carries out the approved COA to reconstitute the organization after receiving approval to reconstitute. The reconstitution implementation team also submits monthly RSR until reconstitution is complete.

    o Members of the reconstitution implementation team should be pre-identified in the organization's Reconstitution Plan, based on known required roles.

    o Other members may be added to the implementation team post-event because they bring expertise centered on the nature of the emergency event itself or a particular effect of the disaster on the organization and its reconstitution requirements.

- The devolved reconstitution team is a reconstitution team that is geographically located a significant distance away from the affected headquarters element. For federal D/As, this team must be located outside of the NCR. The devolved reconstitution team must be capable of the following:

- o Developing the post-event reconstitution plan and gaining approval from organizational leadership for this plan.

- o Implementing the post-event reconstitution plan.

- Both the reconstitution implementation team and the devolved reconstitution team should be very familiar with the pre-event plan.

Reconstitution by the Devolved Reconstitution Team

Depending on the severity of the event, the headquarters-based post-event implementation team may not be available. In that case, the devolved reconstitution team may have to accomplish everything that the reconstitution implementation team is assigned to do, that is, reconstitute the entire organization. Given this possibility, the devolved reconstitution team should be included in the pre-event planning.

Devolved reconstitution presents some unique challenges:

- The devolved reconstitution team might be co-located with the rest of the organization's devolution team -- those who will be performing essential functions. The continued performance of essential functions must always take priority over the reconstitution of normal operations.

- If a small organization is located entirely in a single location, devolving to non-co-located parts of the organization is not possible. Other ways to plan in depth for reconstitution must be identified.

Organizations should consider designating a devolved Reconstitution Manager to oversee post-event planning and devolved implementation of operations.

Reconstitution Team Composition

The reconstitution team should include representatives from the following professional disciplines:

- Facilities
- Logistics
- Information Technology (IT)
- Records Management
- Communications
- Human Resources
- Operations
- Security
- Legal

IT refers to all information, data, systems, and networks. Reconstitution planning team members should be leaders, planners, and technical managers.

Reconstitution implementation team members are typically responsible for executing a mission. As the situation evolves following an event, the team is expected to transition from leaders, planners, and technical managers to technical specialists and operators.

The devolved reconstitution team should consist of planners, technical specialists, and operators.

Reporting Reconstitution Information

There are two report forms that Reconstitution Managers at federal D/As are responsible for submitting: The SF-2050 and the RSR.

- [3]SF-2050 documents the organization's facility physical requirements. This document details how many people are anticipated in each facility or space and the square footage requirements. The square footage reported on this Form is the occupiable square footage based on anticipated occupancy. It is not necessarily the total square footage needed for a replacement building needed to be constructed new. A separate prospectus would have to be written for approval. This report must be updated and submitted annually to GSA and would be used following a catastrophic incident to document space and other building system requirements should the organization need to acquire temporary or new space.

- The RSR is used to report the status of your organization and focuses on three areas: personnel, facilities, and records. The RSR is an invaluable tool for consolidating the information required to determine your reconstitution planning level. The completed RSR lists the location and level of damage to buildings, facilities, and spaces. It captures whether your organization has enough remaining staff following an incident to resume normal operations. The RSR also helps you to determine the level of damage to records and any accessibility issues. This report is the tool used to request assistance from OPM, GSA, or NARA. RSR-reported information facilitates the determination of the reconstitution planning level.

The RSR is submitted following a catastrophic incident in accordance with instructions from the EBR Cell. The EBR Cell will facilitate the contact between your organization, OPM, GSA, and/or NARA, if requested. The EBR Cell will also consolidate the information from your organization's RSR and all other D/As to provide a consolidated status report to the White House.

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[3] This is only a requirement for D/As that lease facilities from GSA. However, it is considered a best practice for all D/As to use this form to document facility requirements.
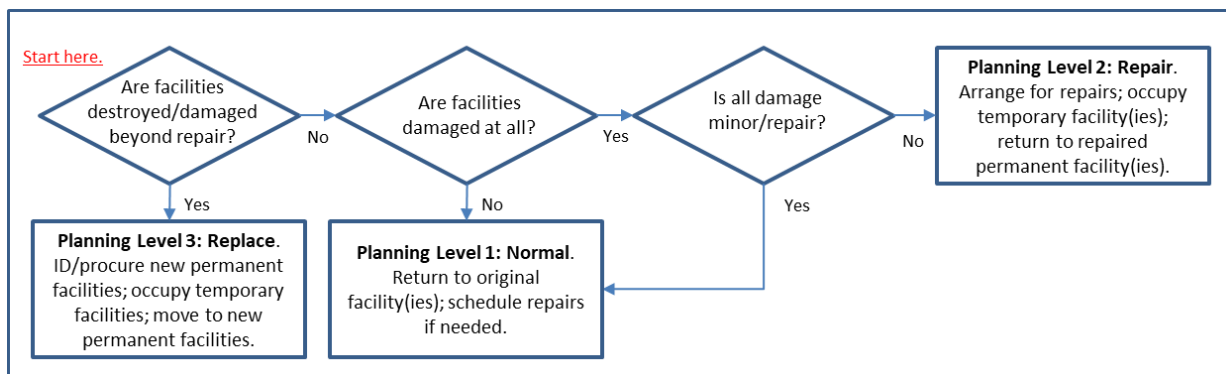
Reconstitution Planning Level

The reconstitution planning level provides an order of magnitude measure of the challenges facing an organization as it works to resume normal operations after experiencing a catastrophic incident.

There are four reconstitution planning levels. This guide addresses planning levels one through three by first providing a process to determine the appropriate planning level, and then explaining the significance of each level.

Reconstitution Planning Level Determination

The reconstitution planning level can be quickly approximated by using the facility-focused flow diagram in Exhibit 4.

Exhibit 4: Identifying the Appropriate Planning Level

In more detail, the process for determining your organization's reconstitution planning level consists of three distinct steps:

1. Conduct assessments. The first step is the most difficult and time consuming. It requires as accurate an assessment as possible of the organization's staff, facilities, and records under potentially very challenging conditions.

   - Determine if you have enough remaining personnel in your organization following an event to resume normal operations.

   - Conduct assessments of facilities to determine if they are safe to reoccupy.

   - Conduct assessment of records to determine if they are damaged and/or accessible.

2. Complete an RSR. Based on the results of the step one assessments, the completion of the RSR using the best available information helps to objectively translate that data into a planning level. The RSR asks a series of questions related to post-event assessments about personnel, facilities, and records.

3. Crosswalk the RSR results with the reconstitution planning level chart. The reconstitution planning level chart provides amplifying information for each planning level that will help guide the development of a refined post-event reconstitution plan and course of action development.

Understanding the Reconstitution Planning Level.

Your reconstitution planning level is determined by assessing levels of impact of a catastrophic incident to personnel, facilities, and records. The impacts to each of these areas are rated in the reconstitution levels 1, 2, and 3. The overall planning level is determined by the highest level of impact to any of the three areas. For example, if your planning level is 1 for personnel and records but 3 for facilities, then your overall planning level is 3.

Table 9: Reconstitution Planning Levels

Reconstitution Planning Level	Description
Level 1: Normal	- Personnel have been minimally impacted (if at all) and you have enough remaining personnel to resume normal operations. - The primary site has suffered minimal damage (if any) and can be safely occupied. - Records have been minimally impacted (if at all) and are accessible. - Planning for this level of disruption focuses on returning to the primary site and resuming normal operations with existing personnel, records, and equipment. - Reconstitution at this level can generally be completed as soon as the threat or disruption has ended, normally requiring 90 days or less.
Level 2: Repair	- It is unknown if your organization has enough remaining personnel to resume normal operations. - The primary site has some damage that will only impact inhabitability for a short duration. A temporary operating facility may be required pending completion of repairs to the original facility. - Records suffered minimal damage or are temporarily inaccessible. - Planning at this level focuses on returning to the primary site to resume normal operations with

Reconstitution Planning Level	Description
	existing and/or replacement personnel, records, and equipment.
	▪ Planning at this level focuses on returning to the primary site to resume normal operations with existing and/or replacement personnel, records, and equipment.
	▪ The duration of reconstitution at this level depends on the time required to complete repairs, which might take 3 to 18 months.
Level 3: Replace	▪ Your organization does not have enough remaining personnel to resume normal operations.
	▪ The primary site has been destroyed or damaged beyond repair. Records are inaccessible and/or destroyed. A temporary operating facility may be required pending completion of arrangements for replacement permanent facilities.
	▪ Records have been destroyed and/or are permanently inaccessible.
	▪ Planning at this level focuses on relocating to a new primary site and resuming normal operations with existing and/or replacement personnel, records, and equipment.
	▪ The duration of reconstitution at this level depends on the time required to hire and train new personnel, obtain and prepare the new facilities, and replace records. This might take 18 months or more.

Definitions

Activation – The implementation of a continuity plan, in whole or in part.

All-Hazards - A classification encompassing all conditions, environmental or manmade, that have the potential to cause injury, illness, or death; damage to or loss of equipment, infrastructure services, or property; or alternatively causing functional degradation to social, economic, or environmental aspects. These include accidents, technological events, natural disasters, space weather, domestic and foreign-sponsored terrorist attacks, acts of war, weapons of mass destruction (WMD), cyber threats, and chemical, biological (including pandemic), radiological, nuclear, or explosive (CBRNE) events.

Catastrophic Incident - Any natural disaster, act of terrorism, or other man-made disaster that results in extraordinary levels of casualties or damage or disruption severely affecting the population (including mass evacuations), infrastructure, environment, economy, national morale, or government functions in an area.

Continuity – The ability to continue performance of essential functions, services, tasks and support with little to no interruption, while maintaining organizational viability before, during, and after an or incident that disrupts normal operations.

Devolution – The capability to transfer statutory authority and responsibility from an organization's primary operating staff and facilities to other designated staff and alternate locations to sustain essential functions.

Devolution Emergency Response Group (DERG) – Personnel stationed at a geographically dispersed location, other than the primary location, who are identified to continue performance of essential functions. And have the capability to reconstitute the organizational headquarters.

Emergency Operating Records – Those types of vital records essential to the continued functioning or reconstitution of an organization during and after an emergency. They include emergency plans and directive(s), orders of succession, delegations of authority, staffing assignments, and selected program records needed to continue the most critical agency operations, as well as related policy or procedural records that assist agency staff in conducting operations under emergency conditions and for resuming normal operations after an emergency.

Emergency Relocation Group (ERG) – Staff assigned to continue performance of essential functions at an alternate location if their primary operating facility or facilities are impacted or incapacitated by an incident.

Executive Branch Reconstitution (EBR) Cell – An interagency element comprised of personnel from the Federal Emergency Management Agency (FEMA), General Services Administration (GSA), Office of Personnel Management (OPM), and National Archives and Records Administration (NARA), whose

mission is to support, assess, and coordinate the reconstitution programs of the Executive Branch during resumption of normal operations following a catastrophic incident.

Essential Records –

- Essential records are defined by 36 CFR 1223 as: "Records an agency needs to meet operational responsibilities under national security emergencies or other emergency conditions (emergency operating records) or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records)." Previously referred to as vital records.

- Information systems and applications, electronic and hardcopy documents, references, and records needed to support essential functions during a catastrophic incident. The two basic categories of essential records are emergency operating records and rights and interest records. Emergency operating records are essential to the continued functioning or reconstitution of an organization. Rights and interest records are critical to carrying out an organization's essential legal and financial functions and vital to the protection of the legal and financial rights of individuals who are directly affected by that organization's activities. The term "vital records" refers to a specific sub-set of essential records relating to birth, death, and marriage documents.

Essential Records Inventory – A list that identifies the records that have been designated as essential. It includes other identifying information such as where the records are located, who is responsible for them, when they are cycled, format, and similar information useful for the agency to effectively manage the records.

Essential Records Packet –

- An electronic or hardcopy compilation of key information, instructions, and supporting documentation needed to access essential records in an emergency situation.

- Per FEMA guidance (FCD 1), agencies must develop and maintain an Essential Records Packet and include a copy of the Packet at their continuity facilities. An Essential Records Packet is an electronic or hard copy compilation of key information, instructions, and supporting documentation needed to access essential records in an emergency. The Packet contains the fungible contents of the Essential Records Plan that need to be updated and maintained to ensure they are current.

Essential Records Plan – A plan that contains a description of records that are essential to continued agency operations or for the protection of legal and financial rights. The plan also includes specific measures for storing and periodically cycling (updating) copies of those records. It should include appropriate position descriptions, functional statements, and procedure manuals and / or SOPs. Formerly known as Vital Records Plan. See also Essential Records Packet.

Information Technology (IT) – Refers to all information, data, systems, and networks used in the automatic acquisition, storage, manipulation, management, movement control, display, switching, interchange, transmission, or reception of data or information.

National Capital Region (NCR) - Defined as the District of Columbia; Montgomery and Prince George's Counties of Maryland; Arlington, Fairfax, Loudoun, and Prince William Counties of Virginia; and all cities now or hereafter existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties. The NCR includes the District of Columbia and 11 local jurisdictions in the State of Maryland and the Commonwealth of Virginia. Pursuant to the National Capital Planning Act of 1952 (40 U.S.C. § 71).

Normal Operations – Refers to the broad functions undertaken by an organization; these functions include day-to-day tasks, planning, and execution of tasks. May also be referred to as steady-state operations.

Reconstitution – The process by which surviving and/or replacement D/A personnel resume normal operations.

Reconstitution Questionnaire, SF 2050 – A report that each D/A is federally mandated to file annually with GSA. This report is designed to assist D/As in thoroughly identifying and documenting their physical reconstitution needs.

Reconstitution Status Report (RSR) – A report completed by D/As during a catastrophic incident that provides initial, monthly, and final status of reconstitution efforts of the D/A as it progresses from a heightened continuity posture back to steady state.

Test, Training, and Exercise (TT&E) – Activities designed to familiarize, impart skills, and ensure viability of continuity plans. TT&E aids in verifying that an organization's continuity plan can support the continued execution of the organization's essential functions throughout the duration of a catastrophic incident.

Appendix A. Sample Reconstitution Team Mission Resource Requirements

This appendix should describe the resource requirements and capabilities needed to ensure that reconstitution operations can be effectively accomplished. A sample form to capture the data is provided below. However, organizations should revise the form to meet their needs.

The organization's estimated resource and capability requirements to support reconstitution operations include but may not be limited to those listed below.

Resource / Capability	Description
Personnel	[position/title]
	[position/title]
	[position/title]
	[position/title]
Space	[amount] offices, [square feet] each
	[amount] cubicles, [square feet] each
	[amount] conference rooms, [square feet] each
Furniture	[amount] desks
	[amount] chairs
	[amount] workstations
	[other]
Communications	[amount] telephones (non-secure) with voice mail
	[amount] telephones (secure)
	[amount] facsimile machines (non-secure)
	[amount] facsimile machines (secure)
	[other]

Resource / Capability	Description
Information Technology	[amount] desktop computers [amount] laptops [other]
Internet Access/Connection	[insert specifications/description]
Classified Storage	[amount] safes and associated classification level
Landlines	[insert specifications/description]
Backup Power	[insert specifications/description]
Uninterruptible Power Supply	[insert specifications/description]
Satellite for Voice/Data	[insert specifications/description]
Video Teleconference	[insert specifications/description]
Local Area Network Access/Connection	[insert specifications/requirement]

Appendix B. Sample Reconstitution Team Roster

This appendix should list reconstitution team members with contact information. A sample form to capture the data is provided below. However, organizations should revise the form to meet their needs.

Reconstitution Planning Team

Title	Last Name	First Name	Phone (o)	Phone (c)	Email	Secure email
Reconstitution Manager						
Reconstitution Team Leader						
Facilities						
Logistics						
Information Technology (IT)						
Records Management						
Communications						
Human Resources						
Operations						
Security						
Legal						

Reconstitution Implementation Team

Title	Last Name	First Name	Phone (o)	Phone (c)	Email	Secure email
Reconstitution Manager						
Reconstitution Team Leader						
Facilities						
Logistics						
Information Technology (IT)						
Records Management						
Communications						
Human Resources						
Operations						
Security						
Legal						

Devolved Reconstitution Team

Title	Last Name	First Name	Phone (o)	Phone (c)	Email	Secure email
Reconstitution Manager						
Reconstitution Team Leader						
Facilities						
Logistics						
Information Technology (IT)						
Records Management						
Communications						
Human Resources						
Operations						
Security						
Legal						

Appendix C. Sample Appointment Memorandums

The following are sample Reconstitution Manager and team member appointment memorandums. These should be tailored as appropriate.

MEMORANDUM FOR: (NAME OF APPOINTED RECONSTITUTION MANAGER)

FROM: (NAME AND TITLE OF HEAD OF THE ORGANIZATION)

SUBJECT: Appointment as Reconstitution Manager

You are hereby appointed to serve as Reconstitution Manager for (ORGANIZATION NAME). As Reconstitution Manager, you will oversee pre-event preparedness activities as well as the reconstitution of normal operations following a significant disruption. A Reconstitution Planning Team (WILL BE/HAS BEEN) established to assist you in (PREPARING/ MAINTAINING) our pre-event reconstitution plan and converting it into a reconstitution implementation plan with responsive courses of action to return to normal operations post-event. A Reconstitution Implementation Team (WILL BE/HAS BEEN) established and will be tailored as needed to assist you during reconstituting operations. A Reconstitution Team Leader (WILL BE/HAS BEEN) assigned to help you by directly managing the work of the teams during pre-event planning and post-event operations, to include team training and plan preparation.

You have been selected for this assignment based upon:

- Your ability to focus solely on reconstitution and related issues following a disruption, free from any other competing emergency assignments to the extent possible.

- Your willingness to establish and maintain a close working relationship with the continuity coordinator/manager.

- Your seniority and the proven ability to work closely with senior leadership.

- Your familiarity with, or commitment to become familiar with, the reconstitution plan and its relationship to continuity of operations planning and concepts.

- A demonstrated detail-oriented approach to your responsibilities.

Questions regarding this appointment can be referred to (POC NAME/CONTACT INFO).

I understand and accept my appointment as the Reconstitution Manager for (ORGANIZATION NAME) as outlined above.

_____   _____
Signature of Reconstitution Manager   *Date*

MEMORANDUM FOR: (NAME OF APPOINTED RECONSTITUTION TEAM MEMBER)

FROM: (SUPERVISOR NAME, OFFICE)

SUBJECT: Appointment as a Reconstitution Team Member

You are hereby appointed to represent (OFFICE NAME) as a member of the (DEPARTMENT/ AGENCY/ORGANIZATION NAME) Reconstitution Team. More specifically, you are assigned to (THE RECONSTITUTION PLANNING TEAM/THE RECONSTITUTION IMPLEMENTATION TEAM/BOTH THE RECONSTITUTION PLANNING TEAM AND IMPLEMENTATION TEAM). As a member of the Planning Team, you will help to develop and maintain the pre-event Reconstitution Plan, and to convert that plan into a Reconstitution Implementation Plan with tailored courses of action post-event. As a member of the Implementation Team, you will execute approved courses of action to resume normal operations after a disruption. All Reconstitution Team activities will be managed by the Reconstitution Manager and directly supervised by the Reconstitution Team Leader. One or the other will contact you regarding pre-event planning meetings and/or post-event meeting times and venues, as appropriate.

Reconstitution Team members are selected based upon:

- Subject matter or technical expertise in one or more of the following areas, or any other required field: facilities management, human resources, records management, communications, information technology, operations, security, logistics, damage assessment.
- Strong communications skills.
- Demonstrated ability to work both independently and as part of a team while focused on a common goal.
- Availability (i.e., no other emergency assignments or long-standing family obligations that might prevent serving on the Reconstitution Team when required).

Questions regarding this appointment can be referred to (POC NAME/CONTACT INFO).

I understand and accept my assignment as a Reconstitution Team member for (OFFICE NAME) as outlined above.

_____   _____

Signature of Reconstitution Team Member   Date

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