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Reconstitution Plan Template

September 2014

[Department/Agency]
[Month and Day, Year]

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TEMPLATE INSTRUCTIONS

This template is based on Federal Continuity Directive 1, Federal Executive Branch National Continuity Program and Requirements, October 2012, and provides structure and recommended content for developing a reconstitution plan. Reconstitution is the process by which surviving and/or replacement organization personnel resume normal organization operations from the original or replacement primary operating facility. Use of this template is not mandatory. Organizations are encouraged to tailor their reconstitution plan to meet their specific continuity planning and operational needs.

This plan is set up to provide a high-level overview in the front section, and the details of continuity planning in the Annexes. Sample text and instructions have been provided throughout the template, in *blue italics* and **bold text** inside of brackets. Once organization-specific information is entered in the brackets, please **delete italicized** instructions and replace bracketed instructions with applicable information (e.g., for FEMA, the instruction [**Organization Name**] would be replaced with FEMA).

This template is unclassified in its current form. When the template is completed each organization should classify the document to meet their internal program guidance. Organizations should consider their plan as For Official Use Only (FOUO) if it contains sensitive information. An electronic version of this document, in portable document format, is available on the FEMA website ([FEMA NCP COOP Templates](#)). To request a Microsoft® Word version please contact the National Continuity Programs, Continuity of Operations Division via e-mail (FEMA-NCP-Federal-Continuity@dhs.gov).

Questions concerning this template can be directed to:

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FOREWORD

The foreword introduces reconstitution and establishes the organization's rationale for creating the reconstitution plan. It should include the organization head's signature, or other senior official, as a means of demonstrating the Plan is valid and approved. Organizations should tailor this section to meet their specific continuity planning and operational needs. Sample text for this section is provided below

The **[Organization Name]** supports the overall **[enter parent organization name]** mission by **[describe how the organization supports the mission of the parent organization]**. To accomplish its mission, the **[Organization Name]** must ensure operations continue during any emergency, with minimal disruption to essential functions. The **[Organization Name]** Continuity Plan provides direction and guidance to ensure their ability to conduct its essential missions and function under all threats and conditions. The Continuity Plan is implemented based on four phases—Phase I: Readiness and Preparedness; Phase II: Activation; Phase III: Continuity Operations; and Phase IV: Reconstitution.

The Reconstitution Plan is a companion document to the **[Organization Name]** Continuity Plan and focuses on Continuity Plan implementation Phase IV: Reconstitution. This plan provides guidance and direction for surviving and/or replacement **[Organization Name]** personnel to resume normal organization operations from a primary operating facility, a temporary operating facility, or a new/rebuilt operating facility once the **[Organization Head Title]** or successor determines reconstitution operations for resuming normal business operations can be initiated.

This plan has been developed in accordance with guidance in National Security Presidential Directive–51/Homeland Security Presidential Directive–20, *National Continuity Policy*; Homeland Security Council, *National Continuity Policy Implementation Plan*; Federal Continuity Directive 1, *Federal Executive Branch National Continuity Program and Requirements*; Continuity Guidance Circular 1, *Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations)*, and other related Directives and guidance.

[Organization Head Signature] _____

[Organization Head Name]

[Organization Head Title]

[Organization Name]

[Signature Date]

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CHAPTER 1 - INTRODUCTION

The introduction describes the plan's purpose, to whom the plan applies, and what the plan encompasses. It should provide an overview of what the plan is about and the authorities and references on which it is based. Sample text for this section is provided below.

The **[Organization Name]** Continuity Plan provides continuity planning, program direction, and guidance as a means of ensuring **[Organization Name]** is capable of conducting its essential missions and functions under all threats and conditions. This reconstitution plan is a companion document to the **[Organization Name]** continuity plan. This plan focuses on resuming performance of the **[Organization Name]** essential functions at the primary operating facility, a temporary operating facility, or a new or rebuilt operating facility after a continuity or devolution event, or once threat of the event is over.

PURPOSE

The Reconstitution Plan/Annex provides guidance and direction for ensuring the effective transition and phase-down of continuity operations at the continuity facility or devolution site and transfer of essential functions, personnel, records, and equipment back to **[Organization Name]** primary operating facility, a temporary operating facility, or a new or rebuilt operating facility.

APPLICABILITY AND SCOPE

This plan applies to all of the **[Organization Name]** senior leadership and staff. It addresses processes, procedures, activities, actions, operations, and resources necessary to ensure the effective transition from continuity or devolution operations back to normal operations.

RECONSTITUTION PLANNING LEVELS

Reconstitution planning levels have been created to focus and support the reconstitution planning process. A description of the levels is provided below.

- **Reconstitution Level 1 (Operational Planning):** The primary operating facility has suffered no damage or has been minimally damaged. Planning for this level of disruption focuses on returning operations to the primary operating facilities, which includes restoring normal operations with personnel, records, and equipment at the primary operating facility once the threat or disruption has ended. This level generally would last less than 30 days.
- **Reconstitution Level 2 (Short-Term Planning):** The primary operating facility has been moderately damaged. Planning for this level of disruption focuses on moving operations to a temporary operating facility, which includes restoring normal operations with personnel, records, and equipment at a temporary operating facility. This level generally would last from one to six months.
- **Reconstitution Level 3 (Long-Term Planning):** The primary operating facility has been severely damaged or damaged beyond repair. Planning for this level of disruption focuses on moving operations to a new or rebuilt operating facility, which includes restoring normal operations with personnel, records, and equipment at a new or rebuilt operating facility. This level generally will last six months or longer.

PLAN ORGANIZATION

This section describes the document structure to include a brief overview for each section. Sample text for this section is provided below.

The reconstitution plan chapters and appendices are described below.

- **Chapter 1 - Introduction**—Describes the plan’s purpose, applicability and scope, reconstitution planning levels, plan objectives, and planning assumptions.
- **Chapter 2 - Concept of Operations**—Discusses how reconstitution will be implemented, either from a continuity facility or devolution site.
- **Chapter 3 - Reconstitution Implementation**—Describes the processes, procedures, activities, and actions associated with implementing reconstitution.
- **Chapter 4 - Resource and Capability Requirements**—Describes the resources and capability requirements needed to transition back to the primary operating facility, a temporary operating facility, or a new or rebuilt operating facility.

The appendices provide additional information and detail to enhance and further support Reconstitution Plan implementation.

- **Appendix A: Supplemental Checklists**
- **Appendix B: Contact Lists**
- **Appendix C: Space Requirements**
- **Appendix D: Phase Down Plan**
- **Appendix E: Essential Functions Reconstitution Priority**
- **Appendix F: After Action Report/Improvement Plan Template**
- **Appendix G: Acronyms**

OBJECTIVES

This section describes what the Plan is intended to accomplish. Sample text for this section is provided below.

The overall objectives of the [**Organization Name**] Reconstitution Plan are to identify and outline the processes and procedures to return to normal operations once the [**Organization Head Title**] or successor determines that reconstitution operations for resuming normal business operations can be initiated. Specific plan objectives are listed below.

- Provide an executable plan for transitioning back to efficient normal operational status from continuity operations status or devolution status once a threat or disruption has passed.
- Coordinate and pre-plan options for organization reconstitution regardless of the level of disruption that originally prompted the organization to implement its continuity plan. These options must include moving operations from the continuity facility or devolution site to either the primary operating facility, a temporary operating facility, or a new or rebuilt operating facility.
- Outline and execute the necessary procedures, whether under a standard continuity of operations event or under a devolution event, for conducting a smooth transition from the continuity facility to the primary operating facility, a temporary operating facility, or a new/rebuilt operating facility.

- Ensure a safe location for organization staff to resume normal organization operations.
- Reduce or mitigate disruptions to organization operations. Ensure and validate reconstitution operations readiness through an integrated continuity test, training, and exercise program and operational capability, to include telework. Training will be held annually (fiscal year), and reconstitution exercise biennially. Annual training will be held for Emergency Relocation Group (ERG) and Devolution Emergency Relocation Group (DERG) members on all reconstitution plans and procedures to resume normal organization operations at the original primary operating facility or replacement primary operating facility. A biennial exercise should be held for ERG members to demonstrate their familiarity with the reconstitution procedures to transition from a continuity environment to normal activities when appropriate. The full Test, Training, and Exercise schedule can be found in the **[Organization Name]** Continuity Plan.

PLANNING ASSUMPTIONS

This section describes planning assumptions made in the development of the reconstitution plan. Sample text for this section is provided below.

- The **[Organization Name]** Reconstitution Plan is based on the following assumptions:
- The emergency situation (continuity/devolution event) has ended and is unlikely to reoccur.
- The ERG has relocated to a continuity facility in response to the emergency or the DERG has assumed essential functions.
- The **[Organization Name]** essential functions were transferred to the continuity facility or the devolution site.
- The **[Title]** will serve as the organization's Reconstitution Manager.
- *[If the primary Reconstitution Manager is located at the primary operating facility, add the following:]* The **[Title]** will serve as the organization's Devolution Reconstitution Manager.
- Continuity facility and ERG or DERG will support the transfer of the **[Organization Name]** essential functions to the primary operating facility, a temporary operating facility, or a new or rebuilt facility.

AUTHORITIES

This section should include documents applying to the organization's mission, continuity, and reconstitution operations. Included in should be documents formally establishing the organization's key programs. Sample text for this section is provided below.

- Title 44, Code of Federal Regulations (CFR) Part 2, Subpart A – *Organization, Functions, and Delegations of Authority*, dated October 1, 2005.
- Title 41, CFR 102-74.230-74.260, *Occupant Emergency Program*, revised July 1, 2005.
- Title 36, CFR Part 1236, *Management of Vital Records*, revised July 1, 2005.
- Federal Continuity Directive 1 (FCD 1), *Federal Executive Branch National Continuity Program and Requirements*, dated October 2012.
- FCD 2, *Federal Executive Branch Mission Essential Function and Primary Mission Essential Function Identification and Submission Process*, dated February 2008.
- **[Organization Name]** *Continuity of Operations Plan*, dated **[approval date]**.
- **[Continuity facility name]** *Site Support Procedures*, **[Organization Name]** *Continuity of Operations Plan*, dated **[approval date]**.

- **[Add additional references.]**

REFERENCES

This section includes regulations governing the procedures and logistics included in the plan. Sample text for this section is provided below.

- **[Organization Name] Continuity Plan**, dated **[approval date]**.
- **[Continuity Facility Name] Site Support Procedures**, **[Organization Name] Continuity Operations**, dated **[approval date]**.
- **[Add additional references here.]**

RESPONSIBILITIES

This section addresses responsibilities for personnel with key responsibilities associated with the plan. Sample text for this section is provided below.

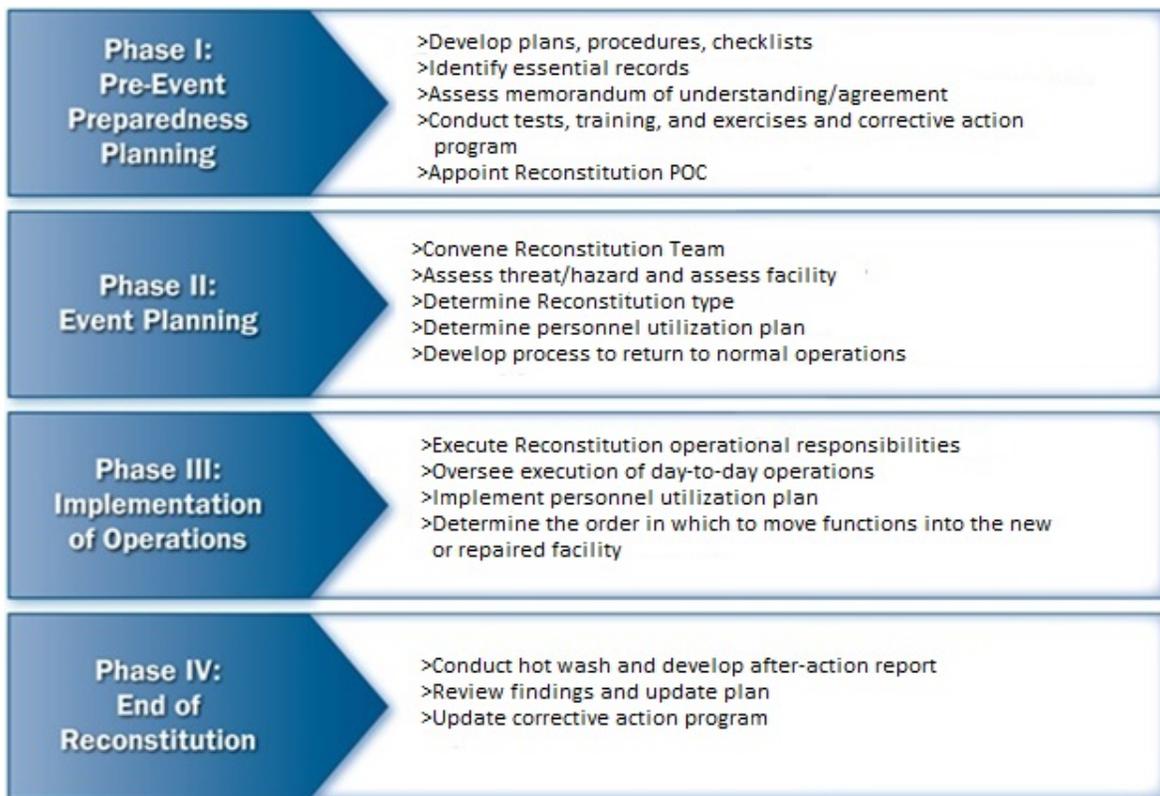
- The **[Responsible Office/Division]**: Leads the **[Organization Name]** reconstitution planning effort, to include the development of the reconstitution plan and implementing processes and procedures.
- The **[Agency Head]** or Successor: Activates the reconstitution plan.
- The Reconstitution Manager: Identifies, coordinates, and trains personnel who will support reconstitution operations.
- Reconstitution Planning Team member: Supports development of the reconstitution plan and the processes and procedures to resume **[Organization Name]** operations at the primary operating facility, a temporary operating facility, or a new or rebuilt operating facility
- The **[Organization Name]**'s offices and divisions: Ensure the Reconstitution Team is trained, equipped, and has access to all essential records, databases, and supporting materials to facilitate the transition of essential functions and responsibilities from the **[Organization Name]** continuity facility or devolution site back to the primary operating facility, a temporary operating facility, or a new or rebuilt operating facility after the continuity event has ended

CHAPTER 2 - CONCEPT OF OPERATIONS

This section describes how the organization will reconstitute after a continuity or Devolution event; it should describe four phases of Reconstitution: Pre-Event Preparedness Planning, Event Planning, Implementation of Operations, and End of Reconstitution. Sample text for this section is provided below.

Reconstitution comprises four phases, described below, and focuses on ensuring the **[Organization Name]** readiness to perform the roles and responsibilities associated with Reconstitution operations; executing the reconstitution activities and action, processes and procedures; and reviewing and evaluating the reconstitution process once the continuity or devolution event is over.

Figure 2.1 Four Phases of Reconstitution



In addition to the Reconstitution phases, Reconstitution levels, described below, have been established to support the planning process and focus the level of effort based on the situation.

Table 2.1 Reconstitution Levels

Reconstitution Level	Description
Level 1: Operational Planning	<p>The primary operating facility has suffered no damage or has been minimally damaged.</p> <p>Planning for this level of disruption focuses on returning operations to the primary operating facilities, which includes restoring normal operations with personnel, records, and equipment at the primary operating facility once the threat or disruption has ended. This level generally would last less than 30 days.</p>
Level 2: Short-Term Planning	<p>The primary operating facility has been moderately damaged.</p> <p>Planning for this level of disruption focuses on moving operations to a temporary operating facility, which includes restoring normal operations with personnel, records, and equipment at a temporary operating facility. This level generally would last from one to six months.</p>
Level 3: Long-Term Planning	<p>The primary operating facility has been severely damaged or damaged beyond repair.</p> <p>Planning for this level of disruption focuses on moving operations to a new or temporary primary operating facility, which includes restoring normal operations with personnel, records, and equipment at a new or rebuilt operating facility. This level generally will last six months or longer.</p>

PHASE I: PRE-EVENT PREPAREDNESS PLANNING

This section described the process of planning and preparing to implement the organization's Reconstitution Plan. It describes the activities to be performed to support an organization's readiness and ability to conduct Reconstitution operations. Sample text for this section is provided below.

During Phase I, the **[Organization Name]** will focus on staff and resource readiness to perform and/or support Reconstitution and post-Reconstitution operations. The primary focus during this phase is to ensure the readiness of headquarters staff, Reconstitution point-of-contacts (POCs), and others to support, conduct, and implement Reconstitution operations and post-Reconstitution operations. Key activities during this phase will include developing planning and operational materials, establishing stakeholder relationships, entering into partnering agreements, and conducting training and exercises.

The planning and preparedness activities conducted during Phase I ensure the **[Organization Name]** headquarters' senior leadership, staff, ERG, DERG, and other supporting entities are familiar with and capable of supporting Reconstitution Phases II-IV. In general, preparedness activities and actions performed during Phase I will be the same regardless of the Reconstitution event. For example, in all instances, plans and procedures will need to be developed, staffed, and trained.

PHASE II: EVENT PLANNING

This section describes the process of moving from normal operations into active Reconstitution planning, following an event. Sample text for this section is provided below.

During Phase II, the **[Organization Name]** will transfer from normal operations to Reconstitution planning following an event. In Phase II, the event has occurred and assessment of the threat and facilities begin. Reconstitution operations begin when the **[Organization head]**, or designee, ascertains that the emergency situation has ended and is unlikely to reoccur. The Reconstitution Manager, in concert with Reconstitution POCs, lead Reconstitution efforts in accordance with the **[Organization Name]** Reconstitution Plan. The first step in Phase II is performing a building damage assessment.

PHASE III: IMPLEMENTATION OF OPERATIONS

This section describes the process of moving from Continuity or Devolution operations to normal operations. The focus for this phase is the transfer of Essential Functions back to the primary operating facility, a temporary operating facility, or a new or rebuilt operating facility. Sample text for this section is provided below.

During Phase III, **[Organization Name]** headquarters implements Reconstitution operations after the Continuity or Devolution event is over. The focus during Phase III is to resume **[Organization Name]** headquarters normal day-to-day operations and transfer functions, personnel, equipment, essential records, etc., from the Continuity facility or Devolution site back to the normal operating facility, a temporary operating facility, or a new permanent operating facility. Key activities performed during Phase III include, but are not limited to, those listed in Table 2.2 below.

Table 2.2 Phase III Activities

Phase III: Implementation Operations	
<input type="checkbox"/>	Review and validate Reconstitution Questionnaire, Standard Form 2050 (Annex I)
<input type="checkbox"/>	Fill out Action Request Form (Annex J) and submit to GSA
<input type="checkbox"/>	Conduct normal operations
<input type="checkbox"/>	Develop and implement a phase-down plan
<input type="checkbox"/>	Update reporting and communications requirements operating procedures
<input type="checkbox"/>	Conduct internal and external environmental health and safety survey

PHASE IV: END OF RECONSTITUTION

This section describes the process of resuming normal operations and reviewing and evaluating the Reconstitution process after the Continuity/Devolution event is over and the organization has transitioned back to normal operations. Activities and actions in this step are on conducting facilities, communications, and information technology tests with focus on resuming normal operations and identifying lessons learned, best practices, and improvement needs and documenting those findings in an after-action report. Sample text for this section is provided below.

During Phase IV, the [**Organization Name**] will focus on conducting normal operations, shutting down operations at the Continuity or Devolution site, and reviewing and evaluating the overall Reconstitution process by conducting an *after-action review* for the purpose of evaluating the effectiveness of the Reconstitution policy, plans, processes, and procedures. This phase focuses on reviewing and evaluating the overall Reconstitution process by conducting an *after-action conference* for the purpose of evaluating the effectiveness of the Reconstitution policy, plans, processes, and procedures.

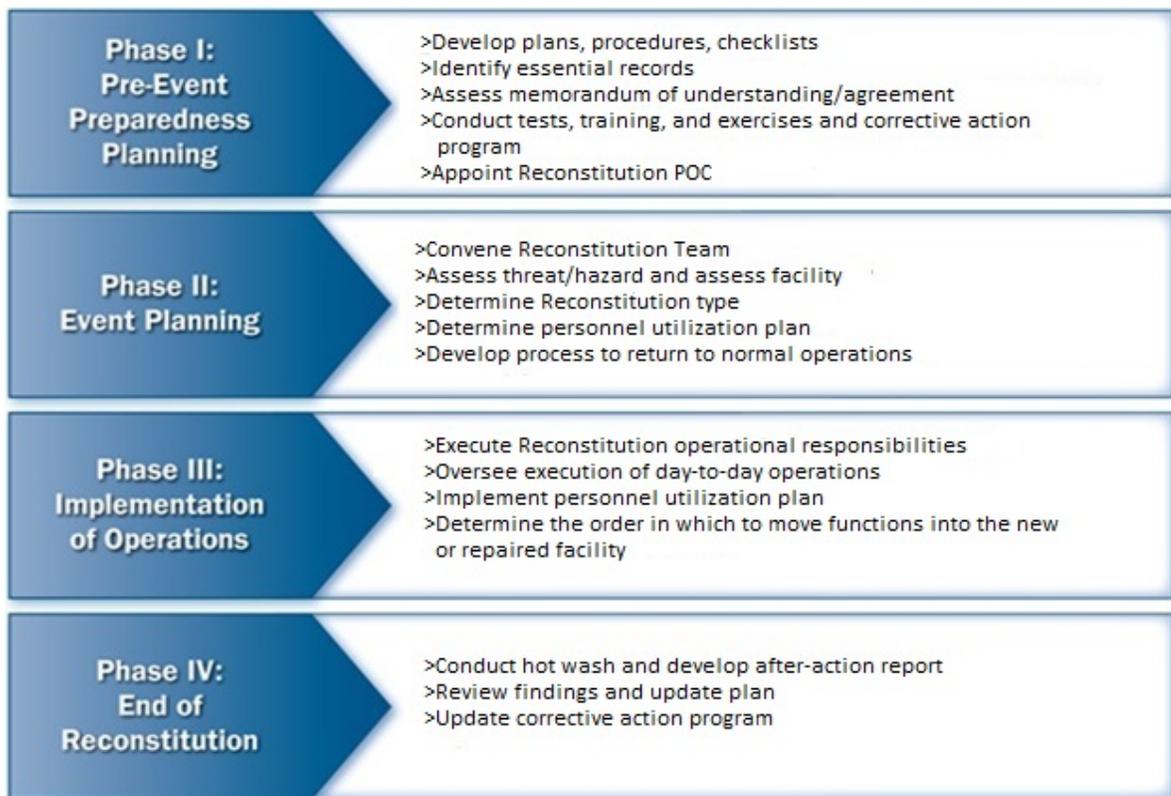
Through this review, [**Organization Name**] headquarters will identify lessons learned, best practices, and improvement needs. This includes developing an After-Action Report/Improvement Plan (AAR/IP) for the purposes of summarizing the Reconstitution event, identifying opportunities to improve and enhance the organization's Continuity program, plans, and capabilities; and developing an approach to implementing improvements. Deficiencies, actions to correct them, and a timeline for remedy are documented in an organization's Corrective Action Program (CAP).

CHAPTER 3 - RECONSTITUTION IMPLEMENTATION

This section describes Reconstitution implementation processes and procedures. Sample text for this section is provided below.

The primary objective during Reconstitution is to transition from Continuity or Devolution operations back to normal operations with minimal disruption to the performance of Essential Functions. Reconstitution implementation is executed in four phases, described in Figure 3.1. For each implementation phase and Reconstitution level, there are specific activities and actions to be accomplished. The remainder of this section addresses the Reconstitution implementation activities, actions, processes, and procedures.

Figure 3.1 Reconstitution Implementation Process



PHASE I: PRE-EVENT PREPAREDNESS PLANNING

This section addresses activities and actions performed to support the organization’s readiness to transfer the performance of normal functions and supporting resources, as appropriate, from the Continuity facility or Devolution site to the primary operating facility, temporary operating facility, or a new or rebuilt operating facility. Sample text for this section is provided below.

The planning and preparedness activities conducted during Phase I ensure that the **[Organization Name]** staff, alternate facility staff, and other supporting entities are familiar with and capable of supporting Reconstitution Phases II and III. Described in the table below are the Reconstitution levels and associated planning activities and actions. See Appendix A-Supplemental Checklists.

Key activities during Phase I include those listed below.

- Appoint Reconstitution POC.
- Develop Reconstitution plans, procedures, processes, and checklists.
- Develop personnel utilization plan (additional details in Table 3.2).
- Develop telework plans and procedures, in coordination with Continuity planners and the **[Organization Name]** Telework Managing Officer.
- Develop checklists and key personnel contact lists.
- Develop essential records list.
- Develop Reconstitution packet.
- Identify the Reconstitution Manager and potential Reconstitution Team members.
- Identify, train, and exercise building damage assessment and recovery team.
- Establish and enter into memorandums of understanding/memorandums of agreement (MOU/MOA), or assess MOU/MOAs, if existing.
- Conduct training and exercises for Continuity/Reconstitution personnel.
- Coordinate with General Services Administration (GSA) for submission of Standard Form 2050, per FCD-1 (additional details in Table 3.2).

Reconstitution Level 1: Operational Planning. Listed below are the preparedness activities and actions to be conducted for returning operations to the primary operating facility.

Table 3.2 Reconstitution Level 1 Preparedness Activities and Actions

Reconstitution Level 1: Operational Planning
<p><u>RECONSTITUTION LEVEL 1</u></p> <p>– <u>Plans and Procedures:</u></p> <p>Develop building assessment checklist.</p> <p>Identify location of classified materials.</p> <p>Identify location of essential records storage areas.</p> <p>Develop equipment recovery and salvage plan/checklist.</p> <p>Develop information and instructions to organization personnel on when and how to resume normal operations.</p> <p>Develop personnel utilization plan. Based on the assessment results, personnel may be asked to telework, if that is a viable capability. Some personnel may need to be relocated to another region, district, or office to work. Some D/As may chose to perform shiftwork at the continuity facility instead of putting personnel on administrative leave.</p> <p>Develop plans and procedures to utilize telework as a Reconstitution strategy.</p> <p>Develop procedures to account for organization personnel.</p> <p>Develop contact list for key personnel internal and external to the [Organization Name].</p> <p>Develop procedures for supervising an orderly move to the primary operating facility.</p> <p>Develop procedures for resuming operations at the primary operating facility.</p> <p>Develop procedures to verify all systems, communications, essential records, infrastructure, and required capabilities are available and operational.</p> <p>Develop reporting and communications requirements operating procedures.</p> <p>Develop guidance and provide training for developing the Reconstitution Status Report (RSR) on Reconstitution status.</p>

Reconstitution Level 1: Operational Planning

Develop guidance for conducting the after-action review and developing the AAR/IP.
 Develop and document Level 1 Reconstitution Planning Team operating procedures.
 Establish and document a process for assessing the status of primary operating facility.
 Establish and document Level 1 space requirements.
 Establish and document a priority-based phased approach to Reconstitution.
 Coordinate with GSA for annual review and re-submission of Standard Form 2050, per FCD-1.
 Organizations can centrally download and submit this form via classified systems at [GSA Form Submission for Classified Systems](#). Organizations without access to classified systems can access this form via unclassified means at [GSA Forms](#) and submit via classified fax at (202) 501-1068.
 Organizations may contact GSA's Office of Emergency Response and Recovery at eoc@gsa.gov or (202) 501-0012 for further instructions.

– Personnel/Staff:

- Identify a Reconstitution Manager.
- Identify Reconstitution Planning Team members.
- Identify potential Reconstitution Team Members.
- Develop and train building assessment team.

Reconstitution Level 2: Short-Term Planning. Listed below are the preparedness activities and actions to be conducted for moving operations to a temporary operating facility.

Table 3.3 Reconstitution Level 2 Preparedness Activities and Actions

Reconstitution Level 2: Short-Term Planning

RECONSTITUTION LEVEL 2

- Plans and Procedures:
 - Develop building assessment checklist
 - Identify location of classified materials.
 - Identify location of essential records storage areas.
 - Develop equipment recovery and salvage checklist/plan.
 - Develop information and instructions to organization personnel on when and how to resume normal operations.
 - Develop procedures to account for organization personnel.
 - Develop contact list for key personnel internal and external to the **[Organization Name]**.
 - Develop procedures for supervising an orderly move to the temporary operating facility.
 - Develop procedures for resuming operations at the temporary operating facility.
 - Develop procedures to verify all systems, communications, and required capabilities are available and operational.
 - Develop reporting and communications requirements operating procedures.
 - Develop guidance and provide training for developing the RSR on Reconstitution status.
 - Develop guidance for conducting the after-action review and developing the AAR/IP.
 - Develop and document Level 2 Reconstitution Planning Team operating procedures.
 - Establish and document a process for assessing the status of temporary operating facility.
 - Establish and document Level 2 space requirements See Appendix C-Level 2 space requirements.

Reconstitution Level 2: Short-Term Planning

Establish and document a priority-based phased approach to Reconstitution.

- Personnel/Staff:
 - Identify a Reconstitution Manager.
 - Identify Reconstitution Planning Team members.
 - Identify potential Reconstitution Team Members.
- Develop and train building assessment team.

Reconstitution Level 3: Long-Term Planning. Listed below are the preparedness activities and actions to be conducted for moving operations to a new or rebuilt operating facility.

Table 3.4 Reconstitution Level 3 Preparedness Activities and Actions

Reconstitution Level 3: Long-Term Planning

RECONSTITUTION LEVEL 3

- Plans and Procedures:
 - Develop building assessment checklist
 - Identify location of classified materials.
 - Identify location of essential records storage areas.
 - Develop equipment recovery and salvage plan/checklist.
 - Develop information and instructions to organization personnel on when and how to resume normal operations.
 - Develop procedures to account for organization personnel.
 - Develop contact list for key personnel internal and external to the **[Organization Name]**.
 - Develop procedures for supervising an orderly move to a new/restored facility.
 - Develop procedures for resuming operations at a new/restored facility.
 - Develop procedures to verify all systems, communications, and required capabilities are available and operational.
 - Develop reporting and communications requirements operating procedures.
 - Develop guidance and provide training for developing the RSR on Reconstitution status.
 - Develop guidance for conducting the after-action review and developing the AAR/IP.
 - Develop Level 3 Reconstitution Planning Team operating procedures.
 - Establish and document a process for assessing the status of the affected facility.
 - Establish and document Level 3 space requirements.
 - Establish and document a priority-based phased approach to Reconstitution.
 -
- Personnel/Staff:
 - Identify a Reconstitution Manager.
 - Identify Reconstitution Planning Team members.
 - Identify potential Reconstitution Team Members.
 - Develop and train building assessment team.

Planning and preparedness activities conducted during Phase I ensure that the **[Organization Name]** staff, alternate facility staff, and other supporting entities are familiar with and capable of

supporting Reconstitution Phases II and III. Table 3.4 describes Reconstitution levels and associated planning activities and actions. See Appendix A-Supplemental Checklists.

PHASE II: EVENT PLANNING

Reconstitution operations begin when the [**Organization Head**] or other authorized person ascertains that the emergency situation has ended and is unlikely to reoccur.

The [**Organization Name**] senior leadership makes the decision to begin Reconstitution operations and determines the required Reconstitution level based on the status of the primary operating facility. Determining the status of that facility includes the following actions.

Key activities performed during Phase II include, but not limited to:

- Convene the Reconstitution Team.
- Notify FEMA's Continuity Readiness Cell (CRC) and submit a Reconstitution Status Reporting Form using the form and procedures provided by FEMA National Continuity Programs (NCP) at the time of execution or activation of call-down procedures.
- Upon Reconstitution at any level or location, organization headquarters' POCs must notify FEMA NCP via the Reconstitution Status Report Form, using the procedures provided by FEMA NCP at the time of execution. FEMA will coordinate with interagency partners to facilitate Federal Executive Branch Reconstitution.
- Assess threats and hazards.
- Evaluate safety and habitability of primary operating facility.
- Determine the type of Reconstitution required.
- Determine personnel utilization plans requirements and needs.
- Develop processes to return to normal operations.
- Recover salvageable items and security equipment (i.e., classified materials, communications security equipment).
- Conduct system and communications checks.
- Conduct facility safety inspection of primary operating facility, temporary operating facility, or new/temporary operating facility.
- Coordinate and collaborate with senior leadership and key stakeholders.
- Maintain communications with non-ERG staff.

Assess the primary operating facility. During Continuity operations, the [**insert office/title**] assesses the status of the primary operating facility, affected organization personnel, and assets to determine the Reconstitution level.

- Upon determining status of the primary operating facility, [**Organization Name**] determines the amount of time needed to repair the facility. This determination is made in conjunction with the [**offices and organizations**].
- Should the [**Organization Name**] decide to repair the primary operating facility, the [**office/title**] is responsible for supervising the repair process and notifying the [**office/title**] of the status of repairs, including estimates of when the repairs will be completed.
- The determination also will be made regarding the structural safety of the building and the viability of conducting salvage/restoration/recovery operations.

- Notify FEMA’s CRC and submit a Reconstitution Status Reporting Form using the form and procedures provided by FEMA NCP at the time of execution or activation of call-down procedures
- Report Reconstitution status to the FEMA NCP Continuity Readiness Cell via the RRS. Non-HQ organizations must notify their organization HQ upon Reconstitution. Upon Reconstitution at any level or location, organization HQ POCs must notify FEMA NCP via the Reconstitution status report form, using the procedures provided by FEMA NCP at the time of execution. FEMA will coordinate with interagency partners to facilitate Federal Executive Branch Reconstitution.

Evaluate assessment results. Based on the assessment results, the determination will be made regarding the required Reconstitution level and associated next steps.

Once the Reconstitution level is determined, the processes and procedures described below will be implemented. It should be noted that these processes and procedures are the same regardless of the Reconstitution level; however, it is the Reconstitution level that determines the degree to which they are executed.

Table 3.5 Reconstitution Event Planning Processes and Procedures

Process/Procedure	Description
<p>Conduct building assessment/ salvage/ restoration/ recovery operations.</p>	<p>Within [time period] of an emergency relocation, the following individuals will initiate and coordinate operations to salvage, restore, and recover the [Organization Name] primary operating facility after coordination with the appropriate local, State, and Federal law enforcement and emergency services:</p> <ul style="list-style-type: none"> • The [title] serves as the Reconstitution Manager for the overall Reconstitution process. • Each [Organization Name] subcomponent designates a Reconstitution POC to work with the Reconstitution Team and updates office personnel on developments regarding Reconstitution and provides names of Reconstitution POCs to the [title/office] within [number] hours of Continuity Plan activation. <p>Note: In performing these operations, when working in a classified environment, security requirements for handling classified information must be considered.</p>

Process/Procedure	Description
<p>Conduct security, safety, and health assessment.</p>	<p>Before relocating to the primary operating facility, a temporary operating facility, or new or rebuilt operating facility, the [office/title] conducts security, safety, and health assessments to determine facility suitability.</p> <ul style="list-style-type: none"> • The [office/title] verifies all systems, communications, and other required capabilities are available and operational and that the [Organization Name] is fully capable of accomplishing all Essential Functions and operations at the primary operating facility, temporary operating facility, or new/temporary replacement facility.

PHASE III: IMPLEMENTATION OF OPERATIONS

This section describes the process of moving from Continuity or Devolution operations to normal operations. The focus for this phase is the transfer of Essential Functions back to the primary operating facility, a temporary operating facility, or a new or rebuilt operating facility. Sample text for this section is provided below.

During Phase III, **[Organization Name]** headquarters implements Reconstitution operations after the Continuity or Devolution event is over. The focus during Phase III is to resume **[Organization Name]** headquarters normal day-to-day operations and transfer functions, personnel, equipment, essential records, etc., from the Continuity facility or Devolution site back to the normal operating facility, a temporary operating facility, or a new permanent operating facility. Key activities performed during Phase II include, but are not limited to, those listed in Table 3.6 below. Specific actions and activities performed during Phase III include, but are not limited to, those listed below.

- Execute Reconstitution operational responsibilities to include repairing the primary operating facility or identifying and setting up a new temporary or permanent primary operating facility.
- Oversee execution of day-to-day operations.
- Implement personnel leave program.
- Determine the order in which to move functions into the new or repaired facility.
- Oversee the move to the repaired primary operating facility or new temporary or permanent primary operating facility.

Table 3.6 Reconstitution Operations Processes and Procedures

Process/Procedure	Description
<p>Reoccupy primary operating facility, move to a temporary operating facility, or a new or rebuilt operating facility.</p>	<p>Once the [Organization Head] or other authorized person makes the decision that the [Organization Name] primary operating facility can be reoccupied or that the [Organization Name] will re-establish in a temporary operating facility or new or rebuilt operating facility, the following steps are taken:</p> <ul style="list-style-type: none"> • The [Organization Name] Continuity Coordinator or other authorized individual notifies the [office/position]. The following information regarding Continuity activation status will be provided:

Process/Procedure	Description
	<p>Continuity activation status, alternate location, operational and communication status, and anticipated duration of relocation.</p> <ul style="list-style-type: none"> • The [office/title] develops space allocation and facility requirements. • The [office/title], in coordination with the Human Resources, implements close out of personnel utilization plan procedures. • The [office/title] notifies all personnel that the emergency or threat of emergency has passed and actions required of personnel in the Reconstitution process using [insert method of communication here]. • The [office/title] coordinates with GSA, Office of Personnel Management, National Archives and Records Administration , FEMA, and other applicable organizations. • The [office/title] develops procedures, as necessary, for restructuring staff. • [Add additional Reconstitution planning steps.]
<p>Phase-down and return of personnel, equipment, and documents.</p>	<p>Upon verification that required capabilities are available and operational and the [Organization Name] is fully capable of accomplishing all Essential Functions and operations at the primary operating facility, a temporary operating facility, or new or rebuilt operating facility, the [office/title] begins supervising a return of personnel, equipment, and documents to the appropriate operating facility.</p> <ul style="list-style-type: none"> • The phase-down and return of personnel, functions, and equipment follows the priority-based plan and schedule. See Appendix D-Phase-Down Plan. • The [Organization Name] begins development of specialized return plans based on the incident and facility within [number] hours of plan activation.
<p>Cease Continuity operations at Continuity facility or Devolution site and transfer Essential Functions.</p>	<p>The [Organization Name] continues to operate at its Continuity facility until ordered to cease operations by the [authority] using [method of notification].</p> <ul style="list-style-type: none"> • Essential Functions transfer to the the primary operating facility, a temporary operating facility, or new or rebuilt operating facility. See Appendix E-Essential Functions. • Instruct [Organization Name] personnel on how to resume normal operations as outlined below. Note: The [Organization Name] develops specialized resumption plans based on the incident and facility within [number] hours of plan activation. • [Add additional normal operations resumption plan steps.]
<p>Identify records affected by the incident and transition or recover essential records and databases.</p>	<p>The [office/title] identifies records affected by the incident by [identification processes or contacts].</p> <ul style="list-style-type: none"> • The [office/title] effectively transitions or recovers essential records and databases, as well as other records not designated as essential

Process/Procedure	Description
	<p>records, using the plan outlined below. Note: The [Organization Name] develops specialized essential records transition and recovery plans based on the incident and facility within [number] hours of plan activation.</p> <ul style="list-style-type: none"> • [Add essential records transition and recovery plan steps.]
<p>Transfer Essential Functions, cease Continuity operations, and deploy to the primary operating facility, temporary operating facility, or new or rebuilt operating facility</p>	<p>When Continuity personnel, equipment, and documents are in place at the the primary operating facility, temporary operating facility, or new or rebuilt operating facility, the remaining [Organization Name] staff at the Continuity facility or Devolution site transfer Essential Functions, cease operations, and deploy to the primary operating facility, temporary operating facility, or new or rebuilt operating facility.</p> <ul style="list-style-type: none"> • The [title or titles] oversees the orderly transition of all the [Organization Name] functions, personnel, equipment, and records to the the primary operating facility, a temporary operating facility, or new or rebuilt operating facility. • The [office/title] develops a process for receiving and processing employee claims during the Continuity or Devolution event, including processing human resources claims (including, workman’s compensation for injuries, overtime pay, etc.) and replacing lost or broken equipment.
<p>Prepare to conduct after-action review</p>	<p>The [Organization Name] prepares to conduct an after-action review, and develop an AAR/IP. Incorporate AAR/IP into the overarching CAP.</p>

PHASE IV: END OF RECONSTITUTION

This section addresses activities and actions performed to conduct normal operations and a review and evaluation of the overall Reconstitution process with a focus on identifying shortfalls, improvement needs, and best practices. The final outcome for this phase should be an AAR/IP summarizing the Reconstitution event and identifying improvement needs and an approach to address those improvements. Sample text for this section is provided below.

During Phase IV, the **[Organization Name]** will focus on conducting normal operations, shutting down operations at the Continuity or Devolution site, and reviewing and evaluating the overall Reconstitution process by conducting an after-action review for the purpose of evaluating the effectiveness of the Reconstitution policy, plans, processes, and procedures. This phase focuses on reviewing and evaluating the overall Reconstitution process by conducting an after-action conference for the purpose of evaluating the effectiveness of the Reconstitution policy, plans, processes, and procedures. Through this review, **[Organization Name]** HQ will identify lessons learned, best practices, and improvement needs. This includes developing an AAR/IP for the purposes of summarizing the Reconstitution event, identifying opportunities to improve and enhance the organization’s Continuity program, plans, and capabilities; and developing an approach to implementing improvements, to include incorporating AAR/IP into the overarching CAP.

The post-Reconstitution activities described below apply regardless of the Reconstitution level. Key activities performed during Phase II include, but not limited to those listed below.

- Implement phase down plan.
- Conduct normal operations.
- Conduct post-Reconstitution hot wash.
- Document and evaluate review findings.
- Develop AAR/IP; update CAP.
- Update/revise Reconstitution Plan.
- Review findings.
- Update plans.

Table 3.7 End of Reconstitution Activities and Actions

Activity/Action	Description
Conduct normal operations.	The Reconstitution Manager and Continuity Manager provides guidance and oversight for overseeing implementation of Continuity/Devolution site shut down plan and ensuring the operational readiness of key elements such as communications, information technology, essential records, human resources, etc.
Conduct hot wash.	<p>The Reconstitution Manager, in coordination with the [title or titles] conducts a hot wash within [number] days after the [Organization Name] has returned to normal operations.</p> <ul style="list-style-type: none"> • The hot wash should include as many participants or members of the Reconstitution Team as possible.
Conduct after-action review meeting.	<p>The Reconstitution Manager conducts a full after-action review meeting once in the primary operating facility, temporary operating facility, or new or rebuilt operating facility. This meeting is conducted within [number] weeks after resuming normal operations.</p> <ul style="list-style-type: none"> • The [office/title] completes the review after all offices within the [Organization Name] have the opportunity to provide input. <ul style="list-style-type: none"> – The after-action review studies the effectiveness of the Reconstitution Plan processes, procedures, actions, and activities; identifies lessons learned; best practices; issues; concerns; and areas for improvement – Key [Organization Name] personnel should review the information gathered during the hot wash, add individual observations, and analyze data/comments in the context of the [Organization Name]'s Continuity Plan.
Develop AAR/IP.	<p>The AAR/IP provides feedback to the [Organization Name] senior leadership, key personnel, and Continuity planners that summarizes the Reconstitution implementation process. See Appendix F-AAR/IP Template.</p> <ul style="list-style-type: none"> • Input for the AAR/IP is derived from the results of the after-action review and provides the general foundation for the report. • The [Organization Name] AAR/IP is developed once the findings from the after-action review are evaluated. Key elements of the plan include: <ul style="list-style-type: none"> – Lessons learned and best practices. – Areas for improvement and recommendations. – Corrective actions and implementation plan. – AAR/IP is incorporated into the overarching CAP.

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CHAPTER 4 - RESOURCES AND CAPABILITIES REQUIREMENTS

This section describes resource requirements and capabilities needed to ensure Reconstitution operations can be performed effectively. Sample text for this section is provided below.

A key planning element is to identify and ensure the availability of the resources and capabilities needed to support Reconstitution operations. This includes resources such as people, equipment, furniture and supplies, and capabilities such as internet connectivity, communications, and information technology. Ensuring these requirements can be met is key to the **[Organization Name]** ability to effectively transfer and continue performance of normal functions at its primary operating facility, temporary operating facility or new/rebuilt operating facility. Specific requirements will depend on the Reconstitution level but, in general, the requirements will be similar. Described below are the requirements for each Reconstitution level.

RECONSTITUTION LEVEL 1: OPERATIONAL PLANNING

This section describes resources and capabilities needed to perform normal operations at a location within the primary operating facility for a minimum of 30 days. The items in the table below are suggested resources/capabilities. Sample text for this section is provided below.

The **[Organization Name]** resource and capability requirements to support Reconstitution operations under Reconstitution Level 1 include, but are not limited to, those listed below.

Table 4.1 Reconstitution Level 1 Resource and Capability Requirements

Resource/Capability	Description
Personnel	[Position/Title] [Position/Title]
Space	[#] offices, [square feet] each [#] cubicles, [square feet] each [#] conference rooms, [square feet] each
Furniture	[#] desks / [#] chairs / [#] workstations
Communications	[#] telephones (non-secure) with voice mail [#] telephones (secure) [#] facsimile machines (non-secure) [#] facsimile machines (secure) [#] Government Emergency Telecommunications Service cards [#] Wireless Priority Service-capable/activated cellular telephones Telecommunications Service Priority registration Telework infrastructure [other]
Information Technology	[#] desktop computers / [#] laptops
Classified Storage	[#] safes
Internet Access/Connection	[specifications/requirement]
Local Area Network Access/Connection	[specifications/requirement]
Video Teleconference	[specifications/description]

Resource/Capability	Description
Landlines	[specifications/description]
Satellite for Voice/Data	[specifications/description]
Uninterruptible Power Supply	[specifications/description]
Backup Power	[specifications/description]
[Other]	[specifications/description]

RECONSTITUTION LEVEL 2: SHORT-TERM PLANNING

This section describes resources and capabilities needed to perform normal operations at a temporary operating facility for approximately 1-6 months. The items in the table below are suggested resources/capabilities. Sample text for this section is provided below.

The [Organization Name] resource and capability requirements to support Reconstitution operations under Reconstitution Level 2 include, but are not limited to, those listed below.

Table 4.2 Reconstitution Level 2 Resource and Capability Requirements

Resource/Capability	Description
Personnel	[Position/Title] [Position/Title]
Space	[#] offices, [square feet] each [#] cubicles, [square feet] each [#] conference rooms, [square feet] each
Furniture	[#] desks / [#] chairs / [#] workstations
Communications	[#] telephones (non-secure) with voice mail [#] telephones (secure) [#] facsimile machines (non-secure) [#] facsimile machines (secure) [#] Government Emergency Telecommunications Service cards [#] Wireless Priority Service-capable/activated cellular telephones Telecommunications Service Priority registration Telework infrastructure [other]
Information Technology	[#] desktop computers / [#] laptops
Classified Storage	[#] safes
Internet Access/Connection	[specifications/requirement]
Local Area Network Access/Connection	[specifications/requirement]
Video Teleconference	[specifications/description]
Landlines	[specifications/description]
Satellite for Voice/Data	[specifications/description]
Uninterruptible Power Supply	[specifications/description]
Backup Power	[specifications/description]
[Other]	[specifications/description]

RECONSTITUTION LEVEL 3: LONG-TERM PLANNING

This section describes resources and capabilities needed to perform normal operations at a new/rebuilt operating facility for approximately 6 months or longer. The items in the table below are suggested resources/capabilities. Sample text for this section is provided below.

The **[Organization Name]** resource and capability requirements to support Reconstitution operations under Reconstitution Level 3 include, but not be limited to, those listed below. Based on this level, the primary operating facility is uninhabitable/unusable and will remain unavailable for an undetermined length of time.

Table 4.3 Reconstitution Level 3 Resource and Capability Requirements

Resource/Capability	Description
Personnel	[Position/Title] [Position/Title]
Space	[#] offices, [square feet] each [#] cubicles, [square feet] each [#] conference rooms, [square feet] each
Furniture	[#] desks / [#] chairs / [#] workstations
Communications	[#] telephones (non-secure) with voice mail [#] telephones (secure) [#] facsimile machines (non-secure) [#] facsimile machines (secure) [#] Government Emergency Telecommunications Service cards [#] Wireless Priority Service-capable/activated cellular telephones Telecommunications Service Priority registration Telework infrastructure [other]
Information Technology	[#] desktop computers / [#] laptops
Classified Storage	[#] safes
Internet Access/Connection	[specifications/requirement]
Local Area Network Access/Connection	[specifications/requirement]
Video Teleconference	[specifications/description]
Landlines	[specifications/description]
Satellite for Voice/Data	[specifications/description]
Uninterruptible Power Supply	[specifications/description]
Backup Power	[specifications/description]
Security-Physical	[description]
Security-IT	[description]
Lighting	[description]
Emergency Lighting	[description]
Parking	[description]
Public Transportation Access	[description]
Special Accommodations	[description]
[Other]	[description]

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APPENDIX A: SUPPLEMENTAL CHECKLIST

This Appendix should include supplemental checklists which provide additional details about Reconstitution levels and associated planning activities and actions, as summarized in the base plan. Checklists are helpful during an incident, as they allow for a concise collection of all required actions, to allow for streamlined and organized actions. Sample checklists are provided below.

[Add preparedness checklist.]

[Add temporary facilities options checklist.]

[Add temporary facilities capabilities checklist.]

[Add additional checklist.]

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APPENDIX B: CONTACT LISTS

This Appendix lists the organization’s key personnel contact list, the Reconstitution planning team members contact list, and other lists as required. Sample text for this section is provided below.

Organizational Contacts (Internal and External)

Titles/Organization	Primary
[title] [organization office]	Name: E-Mail: Telephone: Cell Phone:

Reconstitution Planning Team

Titles/Organization	Primary	Alternate
Reconstitution Manager [organization office]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:
[title] [senior leadership]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:
[title] [senior leadership]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:
[title] [building/facilities management representative]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:
[insert title] [representative from safety]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:
[insert title] [representative from security]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:
[insert title] [representative from logistics, acquisition, construction]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:
[insert title] [representative from IT]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:
[insert title] [representative from administration]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:
[insert title] [representative from (insert office)]	Name: E-Mail: Telephone: Cell Phone:	Name: E-Mail: Telephone: Cell Phone:

[Add additional contact lists]

[Heading]	[Heading]

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APPENDIX C: SPACE REQUIREMENTS

This Appendix lists the organization's Reconstitution space requirements. Include a summary of the space requirements as well as blueprints and other documents specifying space requirements and allocation. Sample text for this section is provided below.

- Primary Operating Facility: Reconstitution Level 1
[Estimated space requirements.]
- Temporary Operating Facility: Reconstitution Level 2
[Estimated space requirements.]
- New or Rebuilt Operating Facility: Reconstitution Level 3
[Estimated space requirements.]

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APPENDIX D: PHASE DOWN PLAN

This Appendix provides a brief description of the phase down procedures along with a phase down checklist. Sample text for this section is provided below.

Priority #	Action/Activity	Responsible POC
1.	Verify electrical requirements are met	[office/title]
2.	Verify IT/Communications requirements are met	[office/title]
3.	Essential records transferred	[office/title]
4.	Equipment check implemented	[office/title]
5.	[Add action/activity]	[office/title]

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APPENDIX E: ESSENTIAL FUNCTION RECONSTITUTION PRIORITIES

This Appendix identifies the organization’s Essential Functions based on the order in which they should be transferred to the primary operating facility, temporary operating facility, or new/restored facility. Sample text for this section is provided below.

During Reconstitution operations, the **[Organization Name]**’s Essential Functions will be transferred back to the primary operating facility, temporary operating facility, or new/replacement facility based on priority order, as listed below.

[Entity Name] [Office/Division/Branch Name]

Reconstitution Priority	Essential Function
1.	[Essential Functions for this office/division]
2.	[Essential Functions for this office/division]
3.	[Essential Functions for this office/division]
4.	[Essential Functions for this office/division]
5.	

[Enter entity name] [Office/Division/Branch Name]

Reconstitution Priority	Essential Function
1.	[Essential Functions for this office/division]
2.	[Essential Functions for this office/division]
3.	[Essential Functions for this office/division]
4.	[Essential Functions for this office/division]
5.	

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APPENDIX F: AFTER ACTION REPORT/IMPROVEMENT PLAN TEMPLATE

This Appendix includes a template for developing the after action report/improvement plan. The After Action Report/Improvement Plan (AAR/IP) has two components: the AAR which documents observations of the event and makes recommendations for post-event improvement, and the IP which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion. The key sections for a typical after action report/improvement plan include those listed below.

Note: See [HSEEP Support Volume Three PDF](#) for detailed AAR/IP development guidance.

- **Administrative Handling Instructions**
- **Table of Contents**
- **Executive Summary**
- **Section 1: Continuity Event Overview**
- **Section 2: Continuity Operations/Reconstitution Operations Summary**
- **Section 3: Analysis of Capabilities**
- **Section 4: Conclusion**
- **Appendix A: Improvement Plan**
- **Appendix B: Acronyms**

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APPENDIX G: ACRONYMS

Acronyms used in the Reconstitution Plan/Annex should be listed in this section. A sample representation of acronyms used in this template is provided below.

AAR	After Action Report
CAP	Corrective Action Program
CSR	Continuity Status Report
DERG	Devolution Emergency Response Group
ERG	Emergency Relocation Group
FCD	Federal Continuity Directive
HSPD	Homeland Security Presidential Directive
IP	Improvement Plan
NEF	National Essential Function
MEF	Mission Essential Function
NSPD	National Security Presidential Directive
PMEF	Primary Mission Essential Function
POC	Point-of-Contact
RSR	Reconstitution Status Report

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APPENDIX H: DEFINITIONS

This section should list key words, phrases, and terminology unique to the Plan. Each word, phrase, and term should be clearly defined. Sample text for this section is provided below.

Terms for the Reconstitution Plan are defined below.

Activation – The implementation of a Continuity Plan, whether in whole or in part.

All-Hazards – The spectrum of all types of hazards including accidents, technological events, natural disasters, terrorist attacks, warfare, and chemical, biological including pandemic influenza, radiological, nuclear, or explosive events.

Alternate Sites – Alternate sites are locations, other than the primary facility, used to carry out Essential Functions by relocating ERG members following activation of the Continuity Plan. These sites refer to other facilities and locations and also work arrangements such as telework and mobile work concepts.

Business Impact Analysis – A method of identifying the effects of failing to perform a function or requirement.

Business Process Analysis – A method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, interdependencies, and facilities inherent in the execution of a function or requirement.

Communications – Voice, video, and data capabilities that enable the leadership and staff to conduct the mission Essential Functions of the organization. Robust communications help ensure that the leadership receives coordinated, integrated policy and operational advice and recommendations and will provide the ability for governments and the private sector to communicate internally and with other entities (including with other Federal organizations, Tribal, State, Territorial, and local governments, and the private sector) as necessary to perform their Essential Functions.

Continuity – An uninterrupted ability to provide services and support, while maintaining organizational viability, before, during, and after an event.

Continuity Capability – The ability of an organization to continue to perform its Essential Functions, using COOP and COG programs and Continuity requirements that have been integrated into the organization's daily operations, with the primary goal of ensuring the preservation of our form of Government under the Constitution and the continuing performance of NEFs under all conditions. Building upon a foundation of Continuity planning and Continuity program management, the pillars of a Continuity capability are leadership, staff, communications, and facilities.

Continuity Coordinators – Senior accountable executive branch official at the assistant secretary or equivalent level who represents their department or agency on the Continuity Advisory Group, ensures Continuity capabilities in the organization, and provides

recommendations for Continuity policy. Continuity Coordinators are supported primarily by the Continuity Manager and by other Continuity planners or coordinators, at their subordinate levels throughout the organization.

Continuity Facilities – This term is comprehensive and refers to both Continuity and Devolution sites where Essential Functions are continued or resumed during a Continuity event. “Alternate sites” are locations, other than the primary facility, used to carry out Essential Functions by relocating ERG members following activation of the Continuity plan. “Devolution sites” are locations used to carry out Essential Functions by devolving the Essential Functions to a geographically separated facility and staff (the DERG) following activation of the Devolution plan. These sites refer to not only other facilities and locations, but also work arrangements such as telework and mobile work concepts.

Continuity Manager – The senior Continuity planner who manages day-to-day Continuity programs, represents their department or agency on the Continuity Advisory Group and working groups, as appropriate, and reports to the Continuity Coordinator on all Continuity program activities.

Continuity Personnel – Those personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue essential operations. Continuity personnel are referred to as ERG members.

Continuity Plan – A plan that details how an individual organization will ensure it can continue to perform its Essential Functions during a wide range of emergencies.

Corrective Action Program – An organized method to document and track improvement actions for a program.

Delegation of Authority – Identification, by position, of the authorities for making policy determinations and decisions at HQ, regional and field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

Devolution – Devolution requires the transition of roles and responsibilities for performance of Essential Functions through pre-authorized delegations of authority and responsibility. The authorities are delegated from an organization’s primary operating staff to other employees internal or external to the organization in order to sustain Essential Functions for an extended period. Devolution is a Continuity option instead of or in conjunction with relocation in order to ensure the continued performance of Essential Functions.

Devolution Emergency Relocation Group – Personnel stationed at the Devolution site who are identified to conduct Essential Functions.

Devolution Site – “Devolution sites” are locations used to carry out Essential Functions by devolving the Essential Functions to a geographically separated facility and staff (the DERG)

following activation of the Devolution plan. These sites refer to not only other facilities, but also work arrangements such as telework and mobile work concepts.

Emergency Relocation Group – Staff assigned responsibility to continue Essential Functions from an alternate site in the event that their primary operating facilities are threatened or have been incapacitated by an incident.

Essential Functions – Essential functions are a subset of government functions that are determined to be critical activities. These Essential Functions are then used to identify supporting tasks and resources that must be included in the organization’s Continuity planning process. In this FCD, the term “Essential Functions” refers to those functions an organization must continue in a Continuity situation, whether the functions are MEFs, PMEFs, or Essential Supporting Activities.

Federal Continuity Directive – A document developed and promulgated by DHS, in coordination with the Continuity Advisory Group and in consultation with the Continuity Policy Coordination Committee, which directs executive branch organizations to carry out identified Continuity planning requirements and assessment criteria.

Orders of Succession – Orders of succession are a formal, sequential listing of organization positions (rather than specific names of individuals) that identify who is authorized to assume a particular leadership or management role under specific circumstances.

Organization Head – The highest-ranking official of the organization, or a successor or designee who has been selected by that official.

Organizations – Those executive departments enumerated in 5 U.S.C. § 101, together with the DHS, independent establishments as defined by 5 U.S.C. § 104(1), Government corporations as defined by 5 U.S.C. § 103(1), and the United States Postal Service. The departments, agencies, commissions, bureaus, boards, and independent organizations are referred to in this document as “organizations.”

Primary Operating Facility – The facility where an organization’s leadership and staff operate on a day-to-day basis.

Reconstitution – The process by which surviving and/or replacement organization personnel resume normal organization operations from the original or replacement primary operating facility.

Telework – A work flexibility arrangement under which an employee performs the duties and responsibilities of such employee’s position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work.

[Add term as necessary.] [Add definition as necessary.]

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