



Douglas A. Ducey  
GOVERNOR

**STATE OF ARIZONA**  
**DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS**  
**DIVISION OF EMERGENCY MANAGEMENT**

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Major General Michael T. McGuire  
THE ADJUTANT GENERAL

26 January 2017

MEMORANDUM FOR All DEMA Division of Emergency Management (DEMA-EM) Staff

**FROM:** Wendy Smith-Reeve, Director  
AZ Department of Emergency & Military Affairs, Division of Emergency Mgmt  
5636 E McDowell Road  
Phoenix, AZ 85008-3495

**SUBJECT:** DEMA-EM Policy 17-002:  
Staff Training

1. Purpose. Provide Division training objectives, policy, and guidance.
2. The Division's training objective is to ensure that all personnel possess the knowledge, skills and abilities needed to satisfy job performance requirements and to enhance the Division's "team" capabilities. Training may be required to attain initial skill requirements, to achieve higher performance levels, to meet new or future job requirements, and to enhance personal and organizational growth.
3. The means to achieve this objective is to take full advantage of the various training and professional development programs offered in-house, by the state, and by out-of-state agencies. This must be accomplished within the constraints of time, funds, and workload.
4. Each supervisor's role is crucial and fundamental to a productive training program in that the supervisor must:
  - a. Be knowledgeable of current and future job skill requirements;
  - b. Be aware of each subordinate's skills;
  - c. Be familiar with training available and procedures for requesting participation;
  - d. Be familiar with subordinate's goals for personal and professional development;
  - e. Develop a "living" training plan for each subordinate which tailors individual training requirements, sets objectives for training content and schedule, and provides for monitoring and periodic update; and
  - f. Support and encourage completion of identified training programs for their staff at a pace that limits negative impact to completion of current workload, and provides correction and/or restrictions on training accordingly.
5. The Preparedness Section Training Branch will develop and publish a Division "Staff Training and Development Plan" which will provide procedures and guidelines to support this policy. This program

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will be approved by the Director and must be completed by each employee in accordance with the timelines established within the plan.

6. Participation in training requires supervisor's approval and will be requested three weeks in advance, when practicable.

7. Specific training objectives:

a. The Staff Training and Development Plan will identify core training programs fundamental to each individual's ability to work within Arizona's employment system, the State Emergency Operations Center (SEOC), and performed in the Division's day-to-day work environment.

b. Assistant Directors, Branch Managers and Program Managers may identify additional training necessary to perform the tasks of specific positions or programs.

c. SEOC Sections Chiefs and Branch Directors may identify additional training necessary to perform position-specific roles within the SEOC.

d. Leadership and management programs will be made available to persons desiring to advance to supervisory positions.

e. Supervisors shall attend leadership and management programs offered through the Division and through the Arizona Department of Administration as identified by the Director.

f. The Preparedness Section Training Branch shall maintain a list of all programs available to Division staff through the Event Registration and Management Application, as well as those available through out-of-state training providers.

8. Division staff may contact their supervisor, Assistant Director or Training Branch personnel for further information on availability of training programs and attendance requirements.



WENDY SMITH-REEVE  
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CF:

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