



February 12, 2024

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Mr. Ivan Butts
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Ivan:

The Postal Service is establishing Management Instruction (MI), MI-AS-280-2024-1 *Integrated Emergency Management Supporting Headquarters-Related Business Continuity*.

The purpose of the MI is to outline a unified emergency management structure for all Headquarters-related facilities (HQ-R) and standardize the integrated emergency management (IEM) process.

This MI applies to all HQ-R facilities and all functions resident at those facilities, as well as those Headquarters functions with core roles on the Corporate Emergency Management Team.

We have enclosed a copy of the MI.

Please contact James Timmons at extension 2324 if you have any questions concerning this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "B. Nicholson", written over the word "Sincerely,".

Bruce A. Nicholson
Director
Labor Relations Policies and Programs

Enclosure

Management Instruction

Date: February 2024
Effective: Immediately
Number: MI-AS-280-2024-1
Unit:

Michael A. Swigart
Executive Director, Continuity and Preparedness
Corporate Affairs

Integrated Emergency Management Supporting Headquarters-Related Business Continuity

Purpose

It is the policy of the Postal Service™ at every level to safely and quickly respond to, and recover from, any human, natural, or technological disruption, emergency, or threat to the delivery of postal services to the American public.

During any emergency or situation that may disrupt normal operations, a viable continuity capability must be in place to ensure continued performance of the Postal Service's primary mission-essential function—the delivery of postal services to the American public—by maintaining the following subordinate mission-essential functions:

- a. **People:** Safeguard the welfare of Postal Service personnel, contractors, and customers by maintaining proper workforce accounting; safety and security support; and payment of wages and provision of benefits.
- b. **Property:** Maintain a viable infrastructure of processing, logistics, and retail and delivery facilities, and the equipment necessary to accept, process, transport, and deliver mail.
- c. **Product:** Ensure the viability of mail acceptance, processing, logistics and delivery operations and the critical systems that these operations depend upon.

Postal Service leadership at all levels of the organization must demonstrate commitment to the all-hazards integrated emergency management (IEM) concept as follows:

- a. Adhere to its policies.
- b. Use its guides and plans.
- c. Provide the necessary resources.
- d. Appraise and evaluate the effectiveness of IEM and national preparedness programs.
- e. Proactively correct deficiencies.

With this commitment, IEM can help to protect Postal Service employees and infrastructure and to enable continuity of Postal Service operations. The IEM portfolio of distinct yet interrelated national and field programs is overseen by the Executive Director, Continuity and Preparedness and resourced by the Offices of National Preparedness (ONP) and Continuity Policy and Planning (OCPP).

This MI establishes standardized IEM processes, tools, and products to be used, and defines the programmatic roles and responsibilities for IEM Plan (IEMP) development, maintenance, and implementation at Postal Service Headquarters-related (HQ-R) facilities specifically.

Applicability

This MI applies to all HQ-R facilities and all functions resident at those facilities, as well as those Headquarters (HQ) functions with core roles on the Corporate Emergency Management Team (CEMT).

For the purposes of this MI, use the following definitions:

- a. HQ-R facilities are defined as sites recognized as facilities within the Facilities Database System (FDB) that are not retail and delivery, processing and distribution, or logistics field sites, including HQ field units which were formerly area or district offices. For efficiency in planning and execution, adjacent facilities within a cooperative complex or campus may be treated as a single HQ-R site
- b. HQ satellite offices are defined as locations that provide domicile accommodations for a small HQ employee complement and are not recognized in FDB as facilities

Guidance Documents

For more detailed information about Postal Service IEM topics, refer to the Guidance Documents section in Management Instruction AS-280-2021-7 or superseding edition.

IEM Portfolio

Integrated Emergency Management Module and Integrated Emergency Management Plan

The core IEM tool is the Integrated Emergency Management Module (IEMM), located within FDB. The IEMM captures facility-specific information, relevant to the management of emergencies, through data-input fields. There are a series of IEMM submodules that, when properly completed, yield an IEMP for a HQ-R facility.

The IEMP is the core IEM product; it serves as a facility's official and comprehensive emergency management plan. The IEMP components applicable to the various HQ-R facility types are as follows:

- a. A stand-alone HQ-R facility's IEMP contains an introductory Concept of Operations; an emergency action plan (EAP); a fire prevention plan (FPP); and a facility-specific HQ-R continuity of operations plan (HQ-R COOP Plan).
- b. A host HQ-R facility will maintain the same type of IEMP as a stand-alone HQ-R facility. When a building or complex contains multiple facilities, whether field or HQ-R, the facility with the greatest employee complement takes on the role of host and is responsible for the EAP, FPP, and evacuation routes for the entire building or complex. The host facility must share those plans with all residents.
- c. Co-located HQ-R facilities with smaller personnel complements than their host *field* facility will follow the EAP and FPP of that host facility but will maintain their own Concept of Operations and COOP plans in IEMM.
- d. Co-located HQ-R facilities with smaller personnel complements than their host *HQ-R* facility will be incorporated into the host's Concept of Operations and will follow the host's EAP/FPP but will maintain their own COOP plans in IEMM.

Note: EAP and FPP requirements are owned by the Senior Director, Occupational Safety & Health, who is the USPS® lead for all matters dealing with worker safety. That office provides guidance on proper EAP and FPP maintenance.

Emergency Management Structures

Each HQ-R facility must identify a HQ-R Emergency Coordinator (HEC) who is responsible for IEMP administration and oversight and manages site-specific response activities such as evacuation; this is by default the highest-ranking resident executive, or manager if there is no resident executive, from the HQ organization that occupies and operates this facility (i.e., the owning HQ organization). The HEC in a stand-alone site, a host site, or co-located within a host field facility will in turn identify resident staff who can assist them in onsite emergency response and serve as points of contact for any CEMT functions activated to support the affected HQ-R site. HEC for host HQ-R facilities should enlist co-located managers to participate in the development of emergency plans, including the HEC for any co-located HQ-R facility.

The CEMT is comprised of core executive personnel from a chosen range of functions who are to support the field and HQ-R facilities during emergencies as outlined in national preparedness guides. The CEMT will come together to provide HQ-level guidance and support in response to an incident or emergency whose magnitude, scope, or sensitivity demands HQ attention but does not involve HQ evacuation or HQ COOP activation. The Executive Director, Continuity and Preparedness will typically provide coordination of CEMT preparedness and mitigation efforts, and guidance during CEMT response and recovery efforts. A senior executive, as appropriate to the nature of a given emergency, can assume the role of CEMT emergency manager during large response and recovery efforts. The CEMT is to meet annually to review its operational concept and core duties and to discuss any IEM-related issues recognized during prior year activations, facilitated by Continuity and Preparedness staff.

IEMM/IEMP Population and Maintenance Requirements

The HQ-R IEMP deployment will be completed per a phased scheme to be disseminated by Continuity and Preparedness (stand-alone, then host, then co-located facilities); final IEMP population within IEMM will be dependent on IEMM production environment readiness.

The data entry and maintenance of HQ-R facility Concept of Operations, EAP, FPP and Evacuation Plans are the responsibility of the highest-ranking executive or manager within a stand-alone or host HQ-R facility. Managers of HQ-R facilities that are co-located within a host facility are responsible to maintain their own HQ-R COOP plan within IEMM and participate in the host facility's development and maintenance of the EAP, FPP, and Evacuation Plans for that host facility.

IEMM data for HQ-R sites will be de-certified annually by the HQ IEMM Administrator and must be updated and recertified. Once deployment and first certification are complete, this recertification period begins on January 15 and should be completed by February 28. Continuity and Preparedness will prompt HEC to review, update, and certify all applicable information contained within the IEMM. HEC are responsible to ensure that appropriate updates are completed timely. The following are examples of changes that require IEMM data updates as they occur:

- a. Change of HQ-R highest-ranking resident executive or manager.
- b. Change in Emergency Evacuation Team (EET) membership.
- c. Change in the status of selected alternate facilities (e.g., leased vs. owned, space available).

All revised IEMP components should be output, with a new Concept of Operations signature page signed and dated, and a complete IEMP uploaded into the Postal Alert Notification System (PANS) described below.

HQ satellite offices are not recognized as HQ-R facilities in FDB and therefore will not enter data directly into IEMM or have an IEMP. These offices must follow the emergency management plans of their host facility and will work with their HQ organization to develop and maintain simple COOP plans outside of IEMM, for which OCPP will provide a template.

Postal Alert Notification System (PANS)

PANS access for HQ-R sites will be part of the phased HQ-R IEMP deployment scheme cited above. PANS will enable alerts and notifications to flow from HQ-R sites to the CEMT during emergencies. All HEC will be required to have PANS access and must maintain accurate contact information in the system, including USPS-issued mobile device numbers; the listing and use of personal mobile device numbers are at the HEC's discretion.

HEC must use PANS to initiate notifications to onsite support staff and the CEMT and to document actions taken for natural disasters, hazardous material releases, criminal acts, and technological incidents that have caused or will cause impact to Postal Service operations. The PANS HQ file repository is used for storing IEMM-based comprehensive HQ-R IEMPs and separate HQ-R COOP Plans for co-located HQ-R sites, along with non-IEMM COOP Plans for satellite offices.

Additional IEM related tools are available. For information on these tools, refer to Management Instruction AS-280-2021-7.

Business Continuity Preparedness Cycle

By following a comprehensive business continuity preparedness (BCP) cycle, the Postal Service is better prepared for potential emergencies. This cycle includes the following tasks for the HEC and CEMT:

- a. Testing components of emergency response systems.
- b. Training personnel.
- c. Preparing through exercises.
- d. Completing reviews to identify necessary improvements.

Testing Components of Emergency Response Systems

Tests serve to assess and validate—or identify for subsequent correction—system components (e.g., communications mechanisms, distribution lists, system access) used in response to emergencies.

Required IEM test components for HQ-R facilities (facilitated by ONP) include the following: Government Emergency Telecommunications Service (GETS) and/or Wireless Priority Service (WPS) and Postal Alert Notification System (PANS) email and text capabilities.

Training Personnel

Annual training is required for the HEC and CEMT. Continuity and Preparedness staff will facilitate.

Training may be administered in-person or via online training modules or any combination of these.

Preparing Through Exercises

HEC must participate in a joint annual exercise(s) with CEMT members that will be scheduled and facilitated by Continuity and Preparedness staff. From one exercise to the next, HEC and CEMT members will rotate between the roles of active players and observers dependent on the scenario chosen.

Completing Reviews

At the close of exercises and following significant real-world events, applicable HEC and CEMT functions will complete an after-action review (AAR) facilitated by Continuity and Preparedness staff. An Improvement plan (IP) will be developed identifying any steps to be undertaken to improve preparedness. For the applicable HEC and CEMT functions, improvements noted in the IP should be implemented timely so that progress can be reviewed during the annual review cited above.

In addition, Continuity and Preparedness will review AAR/IP documents looking for recurring deficiencies in cited areas for improvement, as well as common lessons learned and strengths. If this systemic review identifies areas for improvement in standardized materials and/or toolsets, Continuity and Preparedness will work to make the necessary improvements and ensure facilities are aware of the enhancements.

HQ Programmatic Oversight Roles and Responsibilities

Executive Director, Continuity and Preparedness

The Executive Director, Continuity and Preparedness, has the following responsibilities in addition to the responsibilities noted in the MI AS-280-2021-7:

- a. Act as the Executive coordinator for the CEMT, with the following duties:
 1. Develop and disseminate the CEMT concept of operations.
 2. Identify core functions of the CEMT and maintain its roster.
 3. Coordinate the BCP cycle for the CEMT and HEC.
 4. Notify and assemble the CEMT when and as appropriate for response.
- b. Derive lessons learned and identify corrective actions from joint HQ-R/CEMT exercises and actual emergencies.
- c. Assess HQ-R and CEMT compliance with applicable IEM policies.

Director, Continuity Policy and Planning

The Director, Continuity Policy and Planning (OCP), has the following responsibilities in addition to the responsibilities noted in the MI AS-280-2021-7:

- a. Assist the Executive Director, Continuity and Preparedness in coordinating the BCP cycle for the CEMT and HEC
- b. Assist the Executive Director, Continuity and Preparedness to derive lessons learned and identify corrective actions from joint HQ-R/CEMT exercises and actual emergencies
- c. Assist the Executive Director, Continuity and Preparedness in assessing HQ-R and CEMT compliance with applicable IEM policies

Director, National Preparedness

The Director, National Preparedness has the following responsibilities in addition to the responsibilities noted in the MI AS-280-2021-7:

- a. Maintain national preparedness programs and corresponding IEM tools needed to support HQ-R facilities.
- b. Assist the Executive Director, Continuity and Preparedness in coordinating the BCP cycle for the CEMT and HEC
- c. Assist the Executive Director, Continuity and Preparedness to derive lessons learned and identify corrective actions from joint HQ-R/CEMT exercises and actual emergencies
- d. Assist the Executive Director, Continuity and Preparedness in assessing HQ-R and CEMT compliance with applicable IEM policies

HQ Officers' Responsibilities

CEMT

Officers will participate and/or provide appropriate staff as requested, dependent upon the response necessary. CEMT size and composition will be scaled or adjusted as appropriate to address the severity and complexity of a given incident. Members will assemble in-person or via teleconference when appropriate and provide support as requested.

Oversight of HQ-R Facilities and Satellite Offices

HQ Officers overseeing HQ-R facilities have the added responsibility to direct HEC to complete required IEMM data entry when applicable screens and templates are available in FDB. HQ Officers will validate their HQ-R sites' offload plans.

HQ organizations with satellite offices (defined above) will ensure they are included in their organization's greater continuity planning. As these smaller contingents are not recognized as separate facilities within FDB, it is imperative that these personnel and the work they perform is not overlooked in emergent situations, to include accountability and availability of domiciled HQ staff during large-scale events.

HQ-R Site Responsibilities

Highest-ranking Resident Executive (or Manager) at a HQ-R Site

The highest-ranking resident executives/managers have the following responsibilities:

- a. Comply with preparedness and response policies to adequately prepare for emergency situations, to protect HQ-R employees and assets during the response to such emergencies, and to restore critical USPS operations and services as soon as possible.
- b. Serve as the HQ-R facility's HEC and ensure sound delegation thereof when necessary (appoint first and second alternates to act on their behalf, especially in the event a disruption renders them incapable).
- c. Maintain the HQ-R facility's IEMP in a manner consistent with this MI.
- d. Coordinate up through their chain-of-command to gain appropriate consensus for their COOP plan.
- e. Participate in HQ-R/CEMT joint training and exercises annually as determined by Continuity and Preparedness.

Manager at an HQ Satellite Office

The manager at a HQ satellite office has the following responsibilities:

- a. Comply with preparedness and response policies to adequately prepare for emergency situations, to protect HQ Satellite Office employees and assets during the response to such emergencies, and to restore critical USPS operations and services as soon as possible.
- b. Identify an alternate to act on their behalf in the event a disruption renders them incapable.
- c. Ensure that facility-specific COOP information is documented and provided up through their chain of command for inclusion in their organization's greater continuity planning.
- d. Obtain copies of the facility EAP and FPP from their host facility manager (if applicable).
- e. Ensure all HQ Satellite office employees are aware of evacuation procedures, rally point location(s), and alternate reporting and operating location(s) as defined in the local EAP (if applicable) or prescribed by the responsible HQ function.

Acronyms/Abbreviations

AAR	After Action Review
BCP	Business Continuity Preparedness
CEMT	Corporate Emergency Management Team
COOP	Continuity of Operations
EAP	Emergency Action Plan
FPP	Fire Prevention Plan
HEC	HQ-R Emergency Coordinator
HQ	Headquarters
HQ-R	Headquarters-Related
IEM	Integrated Emergency Management
IEMM	Integrated Emergency Management Module
IEMP	Integrated Emergency Management Plan
IP	Improvement Plan
MI	Management Instruction
OCPD	Office of Continuity Policy and Planning
ONP	Office of National Preparedness
PANS	Postal Alert Notification System