

# The Corrective Action Program & The Remedial Action Management Program

## THE CORRECTIVE ACTION PROGRAM (CAP) & THE REMEDIAL ACTION MANAGEMENT PROGRAM (RAMP)

The Federal Emergency Management Agency's (FEMA) Corrective Action Program (CAP) and Federal Emergency Management Agency's Remedial Action Management Program (RAMP) both provide comprehensive approaches for identifying, prioritizing, assigning, and tracking corrective actions following exercises and real-world events. The recent incorporation of the Preparedness Directorate into FEMA requires reconciling CAP and RAMP's distinct and complementary goals, functions, and processes.

RAMP and CAP have distinct yet compatible roles. RAMP is well-suited to serve as FEMA's internal remedial action management program, while CAP is designed to serve as an overarching program for linking Interagency, DHS, and State/local corrective actions. While FEMA may be assigned action items through the CAP process when participating in Interagency, DHS-wide, or DHS-funded State/local exercises, FEMA can use the RAMP to carry out internal tracking of such items.

### CAP DOES NOT SUPPLANT EXISTING REMEDIAL ACTION MANAGEMENT PROGRAMS

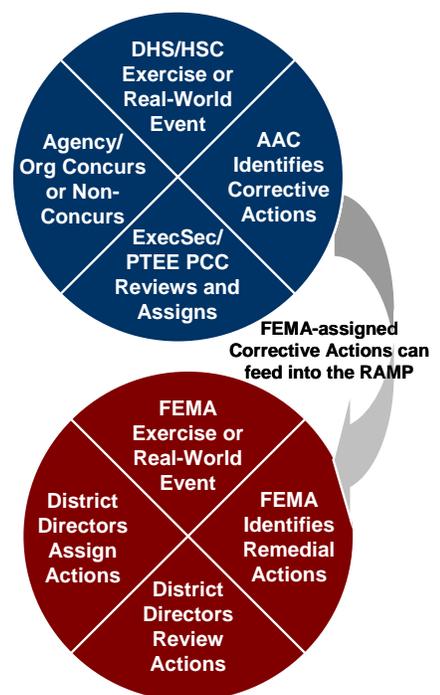
CAP and RAMP are not in conflict, and CAP is not intended to supplant RAMP (nor is it intended to supplant any other department, agency, or jurisdiction's internal remedial action management program). Rather, CAP is intended as an overarching inter-departmental and inter-jurisdictional framework for corrective actions nationwide. The CAP methodology and system can be applied at all levels of government, but their use is currently required only for corrective actions arising from:

1. Regional, State, and local exercise funded or supported by DHS; and
2. Federal Interagency exercises that fall under the auspices of the Homeland Security Council's National Exercise Program.

For internal purposes and for corrective actions not arising from the circumstances listed above, departments, agencies, and jurisdictions may maintain their existing remedial action management programs. However, the CAP methodology and the *CAP System* are made available to departments, agencies, and jurisdictions who wish to make use of them for internal purposes.

### About CAP :

CAP is intended to provide a systematic means of overcoming the perennial problem of observing the same issues repeatedly characterized as "lessons learned" following exercises and real-world events. CAP's scope is broad, with specially tailored processes for implementation of corrective actions at the Federal Interagency, intra-DHS, and State/local levels. The Web-based *CAP System* supports the CAP by enabling assignment and automated tracking of corrective actions.



## THE CRITICAL DIFFERENCES BETWEEN RAMP AND CAP

The critical differences between the RAMP and CAP stem from the contrast between CAP's role as an overarching system and RAMP's role as a FEMA internal system. Differences between RAMP and CAP fall into three categories.

### Development of Remedial/Corrective Actions

RAMP utilizes a process of feedback and review that involves only FEMA personnel. FEMA facilitators moderate hot washes conducted immediately after exercises or events, and these facilitators are responsible for developing issue descriptions for remedial actions. This process is streamlined to reflect its role as an internal FEMA function: FEMA facilitators can autonomously develop remedial actions because concurrence of non-FEMA entities is not required for the implementation of remedial actions under RAMP.

In contrast, the CAP methodology develops corrective actions through a collaborative process of stakeholder engagement. At After Action Conferences held 30 days after an exercise or event, all exercise participants—regardless of level or jurisdiction—discuss observed difficulties, obstacles, and issues, and develop corrective actions. This collaborative process in which all participants are engaged is necessary given CAP's role as a cross-cutting program for corrective action implementation. By having participants from all departments, agencies, and jurisdictions contribute to the development of the corrective actions, CAP's approach helps secure the broad stakeholder buy-in that is critical to the ultimate implementation of corrective actions.

### Remedial/Corrective Action Assignment

RAMP assigns remedial actions through a process of feedback and review that involves only FEMA personnel. After RAMP facilitators conduct hot washes, they refer issues to FEMA division directors. Division directors decide whether to implement a given remedial action, and to whom selected actions are assigned.

Because CAP is a government-wide program for corrective action, the CAP methodology emphasizes formal assignment mechanisms. For internal DHS corrective actions, this formal process centers upon the DHS Executive Secretary. For Interagency-level corrective actions, assignment is carried out by the Homeland Security Council's Plans, Training, Exercises, and Evaluations Policy Coordination (PTEE PCC). At all levels of government, corrective action assignment emphasizes the opportunity for assigned entities to formally express concurrence or non-concurrence.

### Data Categories

CAP and RAMP employ contrasting data categories to sort and track remedial/corrective actions. RAMP data categories feature minimal structured data, capturing the event type, relevant functional area, the names and contact information of relevant parties, as well as free-form "statement" and "discussion" sections. Reflecting its role as a government-wide corrective action tracking program, CAP categorizes corrective actions based on Target Capabilities List (TCL) capabilities and associated capability elements. This data structure serves CAP's mission by allowing thematic and functional links to connect a diverse set of corrective actions assigned to a wide variety of organizations.