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## Appendix A: Glossary

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**Activation.** When a continuity plan has been implemented, whether in whole or in part, it is considered “activated.”

**Agencies.** Federal departments and agencies means those executive departments enumerated in 5 U.S.C. § 101, together with the Department of Homeland Security (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 (USPS). The departments, agencies, and independent organizations are referred to in this document as “agencies.”

**Agency Head.** The highest-ranking official of the primary occupant agency, or a successor or designee who has been selected by that official.

**Alternate Facilities.** Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity event. “Alternate facilities” refers to not only other locations, but also nontraditional options, such as working at home (“teleworking”), telecommuting, and mobile-office concepts.

**Catastrophic Emergency.** Any incident, regardless of location, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the U.S. population, infrastructure, environment, economy, or government functions.

**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 agencies, State, local, territorial, and tribal governments, and the private sector), as necessary to perform their Mission Essential Functions (MEFs).

**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 Continuity of Operations (COOP) and Continuity of Government (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 National Essential Functions (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.** Representatives of executive branch departments and agencies at the assistant secretary (or equivalent) level.

**Continuity of Government (COG).** A coordinated effort within each branch of government (e.g., the Federal Government’s Executive Branch) to ensure that NEFs continue to be performed during a catastrophic emergency. Note, this term may also be applied to non-Federal governments.

**Continuity of Government Readiness Condition (COGCON).** COGCON is a system for establishing, measuring, and reporting the readiness of executive branch continuity programs, which is independent of other Federal Government readiness systems. (See Table 3 in Annex N for a detailed COGCON matrix.)

**Continuity of Operations (COOP).** An effort within individual agencies to ensure that they can continue to perform their Mission Essential Functions (MEFs) and Primary Mission Essential Functions (PMEFs) during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

**Continuity Personnel.** Those personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue essential operations.

**Continuity Program Management Cycle.** An ongoing, cyclical model of planning, training, evaluating, and implementing corrective actions for continuity capabilities.

**Corrective Action Program (CAP).** An organized method to document and track improvement actions for a program. The CAP System is a web-based tool that enables Federal, State, and local emergency response and homeland security officials to develop, prioritize, track, and analyze corrective actions following exercises or real world incidents. Users may enter data from a finalized after-action report/improvement plan, track the progress of corrective action implementation, and analyze and report on trends in improvement plans.

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

**Devolution.** The capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

**Emergency Operating Records.** Records that support the execution of an agency's essential functions.

**Emergency Relocation Group (ERG).** Predesignated staff who move to an alternate facility to continue essential functions in the event that their normal work locations are threatened or have been incapacitated by an incident.

**ERG Member.** A person who has been assigned responsibility to report to an alternate facility, as required, to perform agency essential functions or other tasks related to continuity operations.

**Essential Functions.** The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: NEFs, PMEFs, and MEFs.

**Executive Departments and Agencies.** Executive departments enumerated in 5 U.S.C. 101, along with 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.

**Facilities.** Locations where an organization's leadership and staff operate. Leadership and staff may be co-located in one facility or dispersed across many locations and connected by communications systems. Facilities must be able to provide staff with survivable protection and must enable continued and enduring operations.

**Federal Continuity Directive (FCD).** A document developed and promulgated by DHS, in coordination with the CAG and in consultation with the CPCC, which directs executive branch departments and agencies to carry out identified continuity planning requirements and assessment criteria.

**Federal Executive Boards (FEBs).** A forum, established by Presidential Directive in 1961, for communication and collaboration among Federal agencies outside of Washington, DC, utilized to help coordinate the field activities of Federal departments and agencies, primarily in our Nation's larger cities. With approximately 88 percent of all Federal employees working outside of the National Capital Region, the national network of 28 FEBs serves as a cornerstone for strategic partnerships in government.

**Full-Scale Exercise.** A full-scale exercise is a multiagency, multijurisdictional, multidiscipline exercise involving functional (e.g., joint field office, emergency operations centers) and "boots on the ground" response (e.g., continuity staff relocating to their alternate sites to conduct scenario-driven essential functions).

**Functional Exercise.** A functional exercise examines and/or validates the coordination, command, and control between various multiagency coordination centers (e.g., emergency operations centers, joint field office). A functional exercise does not involve any "boots on the ground" (i.e., first responders or emergency officials responding to an incident in real time).

**Go Kit.** A kit prepared by, and for, an individual who expects to deploy to an alternate location during an emergency. The kit contains items needed to minimally satisfy an individual's personal and professional needs during deployment.

**Government Functions.** Government functions include both the collective functions of the heads of agencies, as defined by statute, regulations, Presidential direction, or other legal authority, and the functions of the legislative and judicial branches.

**Homeland Security Exercise and Evaluation Program (HSEEP).** A capabilities-based and performance-based program that furnishes standardized policies, doctrines, and terminologies for the design, development, performance, and evaluation of homeland security exercises. The National Exercise Program (NEP) uses the HSEEP as a common methodology for exercises. The HSEEP also provides tools and resources to facilitate the management of self-sustaining homeland security exercise programs.

**Interagency Board (IAB).** A working group established by the NCC to review and recommend validation of potential PMEFs submitted by agencies for submission to the NCC for final approval.

**Interoperability.** Interoperability has two meanings: (1) The ability of systems, personnel, or agencies to provide services to and accept services from other systems, personnel, or agencies, and to use the services so exchanged so that these organizations can operate together effectively; (2) A condition that is realized among electronic communications operating systems or grids and/or among individual electronic communications devices, when those systems and/or devices allow the direct, seamless, and satisfactory exchange of information and services between the users of those systems and devices.

**Interoperable Communications.** Communications that provide the capability to perform essential functions, in conjunction with other agencies, under all conditions.

**Leadership.** The senior decisionmakers who have been elected (e.g., the President, State governors) or designated (e.g., Cabinet Secretaries, chief executive officers) to head a branch of Government or other organization.

**Memorandum of Agreement/Memorandum of Understanding (MOA/MOU).** Written agreements between departments/agencies that require specific goods or services to be furnished or tasks to be accomplished by one agency in support of the other.

**Mission Essential Functions (MEFs).** The limited set of agency-level government functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

**Multi-Year Strategy and Program Management Plan.** A process that ensures the maintenance and continued viability of continuity plans.

**National Communications System (NCS).** A system governed by Executive Order 12472 and comprised of the telecommunications assets of 24 Departments and Agencies. DHS serves as the Executive Agent for the NCS, which is responsible for assisting the President, the National Security Council, the Director of OSTP, and the Director of OMB in (1) the exercise of telecommunications functions and their associated responsibilities and (2) the coordination of planning for providing the Federal Government, under all circumstances (including crises and emergencies, attacks, and recovery and reconstitution from those events), with the requisite national security and emergency preparedness communications resources.

**National Continuity Policy.** It is the policy of the United States to maintain a comprehensive and effective continuity capability composed of Continuity of Operations and Continuity of Government programs in order to ensure the preservation of our form of government under the Constitution and the continuing performance of National Essential Functions under all conditions. (NSPD 51/HSPD 20, National Continuity Policy)

**National Essential Functions (NEFs).** The eight functions that the President and the Nation's leadership will focus on to lead and sustain the Nation during a catastrophic emergency; NEFs, therefore, must be supported by COOP and COG capabilities.

**National Incident Management System (NIMS).** HSPD-5 directed the Secretary of Homeland Security to develop and administer NIMS to integrate effective practices in emergency preparedness and response into a comprehensive national framework for incident management. NIMS will enable responders at all levels to work together more effectively to manage domestic incidents no matter what their cause, size, or complexity. The benefits of NIMS include a unified approach to incident management, standardized command and management structures, and an emphasis on preparedness, mutual aid, and resource management.

**National Infrastructure Coordinating Center (NICC).** A DHS entity, which operates 24 hours a day, seven days a week, to maintain operational and situational awareness of the Nation's critical infrastructure and key resources, and to provide a process and mechanism for coordination and information sharing with government and industry partners.

**Normal operations.** Generally and collectively, "normal operations" refers to the broad functions undertaken by an organization when it is assigned responsibility for a given functional area; these functions include day to day tasks, planning, and execution of tasks.

**National Response Framework (NRF).** A guide for conducting comprehensive, national, all-hazard incident management. The NRF incorporates public and private sector participation at all levels, from Federal agencies to the State and community level, and also emphasizes the importance of personal preparedness by individuals and their families.

**Occupant Emergency Plan (OEP).** A short-term emergency response program that establishes procedures for safeguarding lives and property.

**Orders of Succession.** Provisions for the assumption of senior agency offices during an emergency in the event that any of those officials are unavailable to execute their legal duties.

**Plan.** A proposed or intended method of getting from one set of circumstances to another. A plan is often used to move from the present situation towards the achievement of one or more objectives or goals.

**Program.** A group of related initiatives managed in a coordinated way, so as to obtain a level of control and benefits that would not be possible from the individual management of the initiatives. Programs may include elements of related work outside the scope of the discrete initiatives in the program.

**Primary Mission Essential Functions (PMEFs).** Those department and agency Mission Essential Functions, validated by the NCC, which must be performed in order to support the performance of NEFs before, during, and in the aftermath of an emergency. PMEFs need to be continuous or resumed within 12 hours after an event and maintained for up to 30 days, or until normal operations can be resumed.

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

**Recovery.** The implementation of prioritized actions required to return an organization's processes and support functions to operational stability following an interruption or disaster.

**Rights and Interests Records.** Records that are necessary to protect the legal and financial rights of both the Federal Government and the persons who are affected by its actions.

**Risk Analysis.** The process by which risks are identified and evaluated.

**Risk Assessment.** The identification and assessment of hazards.

**Risk Management.** The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown, or events that are themselves fraught with uncertainty.

**Survivable Communications.** The establishment and maintenance of an assured end-to-end communications path during all phases of an all-hazard event.

**Tabletop Exercise (TTX).** A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting.

**Telecommuting Locations.** Those locations equipped with computers and telephones that enable employees to work at home or at a location closer to their home than their main office.

**Telework.** The ability to work at a location other than the official duty station to perform work or emergency duties. This may include, but is not limited to, using portable computers, personal computers, high-speed telecommunications links, and mobile communications devices.

**Test, Training, and Exercise (TT&E).** Measures to ensure that an agency's continuity plan is capable of supporting the continued execution of the agency's essential functions throughout the duration of a continuity event.

**Virtual Offices.** An environment where employees are not collocated and rely exclusively on information technologies to interact and conduct their work across distance from multiple geographic locations.

**Vital Records.** Electronic and hardcopy documents, references, and records to support essential functions during a continuity event. The two basic categories of vital records are (1) emergency operating records and (2) rights and interests records.

**Work-at-Home.** When employees carry out their work duties at their residence rather than their official duty station.