
PREPARING TO TRAIN

COURSE BACKGROUND

Functioning in an emergency clearly is not “business as usual.” Response personnel and community leaders are forced to make decisions that can help the community recover from the event more quickly—or can cause division among its citizens or between the citizenry and its leadership.

The ability to make sound, timely decisions during a crisis is critical, and poor crisis decision making—or the absence of decisions—potentially can result in injury or death to responders and/or victims. There is a need, therefore, to provide training to those in decision-making capacities that will assist them in solving problems and making decisions during a crisis.

Decision Making in a Crisis provides State and local response personnel and public officials an opportunity to practice making decisions in much the same way that they would during an incident. This workshop will enable the students to make emergency-related decisions, then examine the impact of their decisions on emergency operations and on the community at large.

INSTRUCTOR QUALIFICATIONS

Instructor(s) for this workshop should be experienced response personnel at either the State or local level. Past experience as an Incident Commander on large incidents or in a leadership position at the State level (e.g., State Coordinating Officer, State Emergency Manager, etc.) is important to present the breadth of experiences with decision making in an emergency necessary to make the workshop relevant to the students.

Instructors also should be experienced in adult learning methods and techniques and in small-group facilitation.

STUDENT QUALIFICATIONS

The targeted audience for this course is State or local personnel who will be in decision-making capacities before, during, or after an emergency. These may include, but are not limited to:

- Φ Elected and appointed officials.
 - Φ Emergency managers.
 - Φ Incident Commanders.
 - Φ ICS command and general staff personnel.
 - Φ Supervisory first-response personnel.
 - Φ Business administrators.
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COURSE RESOURCES

There are two main resources for this course:

- Φ This Instructor Guide (IG).
- Φ The Student Manual (SM).

These documents are described below and on the following pages.

Other materials and equipment also are required to conduct this course. Complete lists of the materials and equipment required are found on pages iv and v in this IG.

THE INSTRUCTOR GUIDE

This IG is the primary document that you will use to prepare for and present the training. It includes:

- Φ Scripted workshop content.
- Φ Copies of the workshop visuals.
- Φ Workshop exercises, including directions and, where appropriate, answers.
- Φ Copies of the exercise pages that are included in the SM.

Note that it may be necessary to customize the workshop materials to make them more relevant to the students.

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THE INSTRUCTOR GUIDE

As you review the IG, you will notice that it contains a number of icons that serve as visual cues during the training. The icons and their uses are listed below.

<i>ICON</i>	<i>USE</i>
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Prompts you to ask a discussion question.



Prompts you to display a visual.



Prompts you to a reference in the Student Manual.



Prompts you to an instructor's note.



Prompts you to distribute a handout.

The icon prompts will help you to conduct the training more efficiently.

PREPARATION

Your level of preparation will have a definite influence on the effectiveness and success of the training. Some guidelines for preparing for the workshop include:

- Φ Read the IG and SM thoroughly.
 - Φ Complete all exercises to consider potential responses.
 - Φ Draft your own notes in the margins of the IG. Adding personal experiences helps to explain the concepts presented in the workshop.
 - Φ Pay particular attention to areas in which the workshop content and/or examples may require modification before delivery.
 - Φ Develop or copy any supplemental materials from which you feel the students may benefit. (Be sure to obtain copyright releases where necessary.)
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PREPARING THE CLASSROOM

Some amount of preparation will be required to ensure that the classroom environment is conducive to learning.

The room should be furnished with small tables that seat groups of five to six students. The tables should be arranged so that all students can see the instructors, the easel pads, and the projection screen clearly. The following items should be placed in the center of each table:

- Φ One name tent or tag for each student.
- Φ Colored markers.

The following items should be placed at each student's seat:

- Φ An SM.
- Φ A pencil and tablet.
- Φ A workshop evaluation form.

An easel and pad should be placed next to each table.

A podium for the instructor is not recommended. Rather, it is preferable to place a table at the front of the room for all instructional materials required for the workshop. Instructors should wear or carry portable microphones so that they can walk freely through the classroom.

MATERIALS REQUIRED

You will need the following materials to conduct this course:

- Φ This IG.
 - Φ One SM for each student.
 - Φ Workshop visuals (or PowerPoint disk containing the visuals).
 - Φ Handouts 3.1, 4.1, and 5.1-5.4. **Note:** There are a total of six handouts. They are included at the end of this IG so that you may reproduce them. Copy enough of each for the number of students in the class. Keep each set of handouts in a separate pile because each is to be distributed at different times during the course.
 - Φ A name tent or tag for each student.
 - Φ A pencil or pen and tablet for each student.
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EQUIPMENT REQUIRED

You will need the following equipment to conduct this course:

- Φ One easel and pad at the front of the room **and** one for **each** small group.
 - Φ Colored markers for the instructor **and** for **each** small group.
 - Φ An overhead projector (or a computer with a display unit).
 - Φ One lavalier microphone.
 - Φ Two hand-held microphones (preferably battery-operated).
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COURSE AGENDA

The suggested timeframes for presenting the individual units are shown below. Some adjustment to the timeframes may be necessary based on the experience of the students. **It is your responsibility to prepare the final course agenda.**

<i>Day 1</i>	
AM	1. Introduction and Workshop Overview 1 hour
	2. Getting Ready for the Next Emergency45 minutes
	3. Crisis Decision Making 1 hour 30 minutes
PM	4. Ethics and Decision Making 2 hours

<i>Day 2</i>	
AM	5. Final Exercise and Exam..... 3 hours
