



Unit 5: Working With Instructors

CERT Program Manager



FEMA





Unit Objectives



- At the conclusion of this unit, the participants will be able to establish a process for working with instructors:
 - Describe how to recruit instructors
 - Describe how to orient instructors
 - Explain why to track instructors
 - Describe methods for managing instructors
 - Identify techniques for retaining instructors
 - Explain what to do when terminating an instructor



PM 5-1



Unit Topics



- The Program Manager and the CERT Instructor
- Recruit Instructors
- Orient Instructors
- Track Instructors
- Manage Instructors
- Retain Instructors
- Terminate an Instructor



PM 5-2



Heads Up



- How a Program Manager completes activities may differ somewhat depending on status of instructor
 - Some instructors are paid
 - Some instructors are volunteers



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Program Mgr and Instructors

- Think about requirements for CERT instructor:
 - Job of instructor
 - What makes a competent instructor
- Consider these requirements when developing instructor deployment plan



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Personnel Needed



- **Course Manager**
 - Deals with logistics of putting on course (may be Program Manager)
- **Lead Instructor**
 - Can instruct and oversee all course modules
- **Unit Instructor**
 - Has proficiency in one or more modules
- **Subject Matter Expert**
 - Provides expertise in specific area of module



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Possible Configurations

- Course Manager may also be Lead Instructor
- Unit instructor may also be Subject Matter Expert
- Course may only require one instructor
 - Course Manager stays in room during training to help



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Importance of Instructors

- Instructors are program's representatives to participants
 - Participants will form opinion about CERT program from instructor
 - Participants will copy behaviors that instructor models



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Importance of Instructors

Quality of instructors selected will have more to do with initial success or failure of program than anything else



PM 5-4



A Competent Instructor

- Delivers CERT course accurately
- Ensures that participants achieve objectives of CERT course
- Delivers training effectively and at an appropriate level
- Creates comfortable yet managed learning environment



PM 5-4



Instructor Knowledge



- In addition to knowing what is in the CERT course, what knowledge does a CERT instructor need to have?
 - About CERT program
 - How their session fits into other sessions and CERT course
 - Hazards that cause most risk for community
 - Community's emergency operations plan



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Other Instructor Attributes

- In addition to knowledge, what does an instructor need to bring to the CERT classroom?
 - Principles of adult learning
 - Ability to keep the training relevant
 - Enthusiasm about CERT concept
 - Ability to make training fun
 - Ability to coach participants through hands-on activities
 - Good training and presentation skills
 - Encouraging, respectful, and positive attitude

PM 5-5





Instructor Deployment Plan

- Plan includes these elements
 - Where to find instructors
 - What information to keep on instructors
 - What training instructors should have
 - How to “deploy” instructors



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#1 Recruit Instructors



- Recruit and select instructors based on:
 - Their working knowledge
 - Skills required for session they will be teaching



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Find Good Instructors

- Who might be a good instructor for a CERT course?
 - Fire and rescue instructors
 - Paramedics or EMTs
 - People who have completed *CERT Basic Training* course
 - Nurses
 - Course-specific Subject Matter Expert
 - Animal control officer or veterinarian
 - Amateur or professional radio operator



PM 5-6



Recommendation



- At least two instructors jointly conduct each session
 - One should be Subject Matter Expert who knows detailed content of session
 - One should be instructor with full knowledge of CERT model and entire course being taught



PM 5-6



Activity



Draft Program Plan:

Identify Recruitment Options



PM 5-8



#2 Orient Instructors



- Even if instructor is experienced, Program Manager will want to meet with him/her
 - To learn about instructor
 - To orient instructor to CERT



PM 5-9





Find Out Background



- What do you want to find out about a potential instructor?
 - Their professional background
 - Their area(s) of expertise
 - Gaps in their background that must be filled prior to training
 - Their training background
 - Instructor development training they have received
 - How much training they have done
 - How engaging they are as an instructor



PM 5-9



Questionnaire



- Some information can be learned from background questionnaire
 - Ask potential instructor to complete one before you sit down to talk
- Then use your conversation
 - To expand information provided in questionnaire
 - To get sense of person as effective instructor



PM 5-9



Orientation Goals



- That an instructor be able to provide a positive image of CERT
- That an instructor be able to present accurate and reliable information, thus reducing program's liability



PM 5-12



Orientation Tasks



- Establish training standards and safety requirements
- Brief instructors on their responsibilities to conduct safe and effective training
- Ensure that all instructors are prepared to meet objectives for their sessions
- Provide co-instructors to assist instructors for all activities



PM 5-12



Orientation Tasks (cont'd)

- Ensure that all instructors model appropriate safety behavior, e.g., safety gear for all demonstrations
- Additionally, be sure that instructors understand that they can give participants permission to opt out of an activity
 - If participants have a condition that they may aggravate by participating



PM 5-12



Information to Provide

- What CERT model is
 - CERT values
 - Individual and family preparedness first
 - How teams work
- Activities of local CERT program
 - Disaster response
 - Volunteer services
 - Public education



PM 5-13



Information to Provide (cont'd)

- Program Manager's expectations
 - Training standards
 - Importance of safety, modeling safe behavior, and use of safety gear for all demonstrations and exercises
 - Behavior standards
 - Importance of respecting an individual participant's decision to opt out of an activity



PM 5-13



#3 Track Instructors



- Collect and maintain information
 - Contact information
 - General availability
 - Units they can teach
 - Other abilities and specialties
 - Number of hours they have taught (especially if the hours are donated)
 - Evaluation results



PM 5-14



Purpose of Tracking



- To know who is available to schedule for training courses
 - Especially if an emergency fill-in is needed
- To be able to justify program to funders
- To show what service CERT program is providing to community



PM 5-14



#4 Manage Instructors

- Fourth activity tasks are similar to those used with volunteers
 - Train
 - Make sure that they are qualified to teach
 - Assign
 - Tell them what task is
 - Provide information they need to do task



PM 5-14



#4 Manage Instructors (cont'd)

- Tasks (continued)
 - Monitor
 - Observe training and gather comments
 - Evaluate
 - Provide feedback after the event; debrief with instructors



PM 5-14





Train Instructors



- How can you make sure that an instructor is qualified and prepared to teach?
 - Ask for and check references
 - Provide thorough orientation to materials
 - Give instructor enough time to prepare
 - For *CERT Basic Training*, ask instructor to attend *CERT Train-the-Trainer* course
 - Course provides instructor development skills as well as unit-by-unit review that includes tips and techniques



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Training Delivery Options

- Should all instructors be able to teach all CERT topics, or should instructors specialize?
 - Requiring all instructors to be able to teach the entire program benefits program if an instructor suddenly becomes ill
 - Having instructors cross-trained in different modules gives Program Manager more flexibility in scheduling



PM 5-15



What Do You Think?



- What situations have you encountered or can you imagine that would require some intervention on the part of the Program Manager?



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Feedback



- Feedback at every point is critical to developing good instructors
 - Before
 - Provide expectations for them and for the training
 - After
 - Provide constructive critique of training skills
 - Monitor that lessons learned are incorporated



PM 5-17



Retain Instructors



- Instructors need to feel that they are making a difference
- After all, there would be no program if volunteers couldn't be trained!

Recognize
them!

PM 5-17





What Do You Think?



- What are some things you have done to recognize instructors?



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Recognition



- Does not have to be elaborate or formal
 - Even simple “Thank you” makes a big difference
- Volunteer instructors who are donating their time need an extra measure of recognition



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Terminate an Instructor

- Reserve termination for those times when:
 - All other measures have failed
 - There has been gross misconduct
 - Such as theft, abuse, being under influence of drugs or alcohol, or demonstrated disregard for CERT participants' safety
- Follow guidelines in Unit 4, Working with Volunteers



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Unit Summary



- The Program Manager and the CERT Instructor
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