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# UNIT 7: TRAINING AND EXERCISES

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In this unit you will learn about:

- **CERT Training and Exercises.** The types of training and exercises offered by a CERT program.
- **Tailoring *CERT Basic Training*.** How to tailor *CERT Basic Training* to the local area.
- **Managing Training and Exercises.** The tasks and schedule needed to put on a CERT training or exercise.
- **The CERT Training and Exercise Plan.** How to develop training and exercise (T&E) plan and assure that it is part of the jurisdiction's T&E plan.

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# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

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<b>LEARNING OBJECTIVES/ PERFORMANCE OUTCOMES</b>	<p>At the conclusion of this unit, the participants will be able to:</p> <ul style="list-style-type: none"><li>▪ Build a plan for delivering and managing safe training and exercises.<ul style="list-style-type: none"><li>• Identify training and exercises that are required or available for CERT volunteers.</li><li>• Explain how to tailor content from <i>CERT Basic Training</i>.</li><li>• Identify tasks required for managing CERT trainings.</li><li>• Describe the elements of a CERT Training and Exercise (T&amp;E) Plan.</li><li>• Explain how to ensure safety during training and exercises.</li></ul></li></ul>
<b>SCOPE</b>	<p>The topics that will be discussed in this unit are:</p> <ul style="list-style-type: none"><li>▪ Unit Overview</li><li>▪ CERT Training and Exercises</li><li>▪ Tailoring <i>CERT Basic Training</i></li><li>▪ Managing Training and Exercises</li><li>▪ The CERT Training and Exercise (T&amp;E) Plan</li><li>▪ Unit Summary</li></ul>
<b>ESTIMATED COMPLETION TIME</b>	2 hours
<b>TRAINING METHODS</b>	<p>The instructor begins by using a guided discussion to review CERT training: what is required, what is recommended, CERT supplemental training modules, other CERT training, and training that may be arranged by the local program. Then the instructor discusses how to develop a training and exercise (T&amp;E) plan and assure that it is part of the jurisdiction's T&amp;E plan.</p> <p>Next the instructor presents the ways that <i>CERT Basic Training</i> should be tailored to the local community. Each participant develops a local scenario that would work for a sizeup exercise in Unit 5, Light Search and Rescue Operations. Participants add tailoring ideas to their Draft Program Plan.</p>

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# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

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### TRAINING METHODS (CONTINUED)

Then the instructor and class work together on how to manage training and exercises. They develop a list of tasks they would need to accomplish to put on a *CERT Basic Training* course. Then they put each task on the appropriate place of an 8-week schedule, e.g., what things on this list need to happen 8 weeks before class, what things on this list need to happen 7 weeks before class, etc. Participants enter this information in their Draft Program Plan. Participants are referred to resources on the CERT Web site.

Finally the instructor discusses the benefits of the CERT Training and Exercise (T&E) Plan and how to follow the general concepts of Homeland Security Exercise and Evaluation Program (HSEEP). The instructor introduces a sample training and development plan and walks participants through each of the five elements: objective, plan for meeting objective, logistical needs to meet objective, risk to members, and evaluation of objective. The instructor focuses in particular on how to reduce liability during training and exercises. Participants add ideas for objectives to their Draft Program Plan.

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### RESOURCES REQUIRED

- *Community Emergency Response Team Program Manager Instructor Guide* (for instructors)
- *Community Emergency Response Team Program Manager Participant Manual* (for participants)
- PowerPoint slides 7-1 to 7-35

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### EQUIPMENT

The following equipment is required for this unit:

- A computer with PowerPoint software
  - A computer projector and screen
  - Easel pad and easel or whiteboard
  - Markers
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**COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE**

**UNIT 7: TRAINING AND EXERCISES**

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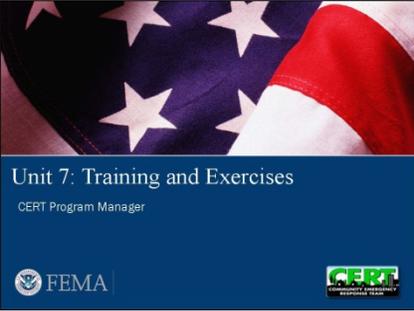
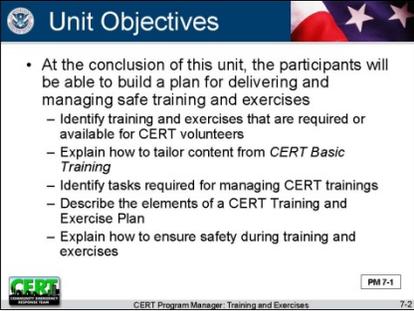
**NOTES**

A suggested time plan for this unit is as follows:

Unit Overview .....	1 minutes
CERT Training and Exercises .....	20 minutes
Tailoring CERT Basic Training .....	25 minutes
Draft Program Plan: Identify Ideas for Tailoring Training and Exercises .....	5 minutes
Managing Training and Exercises .....	20 minutes
The CERT Training and Exercise Plan .....	43 minutes
Draft Program Plan: Identify Possible Objectives for Training and Exercises .....	5 minutes
Unit Summary .....	1 minute
Total Time: 2 hours	

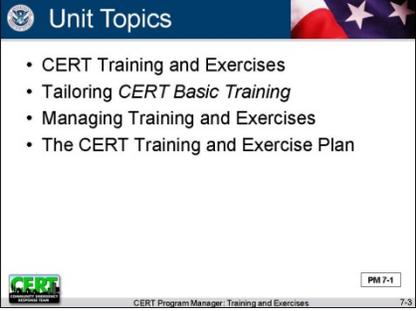
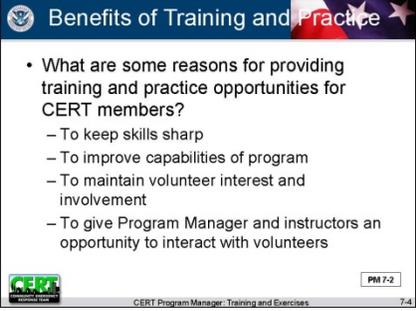
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# Unit 7: Training and Exercises

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Display Slide 7-1</b></p>  <p><b>Display Slide 7-2</b></p>	<p><b>Unit Overview</b></p> <p>Say that delivering training and providing refresher exercises are essential to creating and maintaining a credible CERT program. This unit looks at:</p> <ul style="list-style-type: none"> <li>▪ The types of training and exercises a program provides</li> <li>▪ How to manage and schedule training</li> <li>▪ How to develop and maintain a training and exercise (T&amp;E) plan</li> </ul> <p>Tell participants that the unit also examines how to tailor the <i>CERT Basic Training</i> course to a local community.</p> <p><b>Unit Objectives</b></p> <p>Give the unit’s learning objectives.</p> <p>At the conclusion of this unit, the participants will be able to build a plan for delivering and managing safe training and exercises:</p> <ul style="list-style-type: none"> <li>▪ Identify training and exercises that are required or available for CERT volunteers.</li> <li>▪ Explain how to tailor content from <i>CERT Basic Training</i>.</li> <li>▪ Identify tasks required for managing CERT trainings.</li> <li>▪ Describe the elements of a CERT Training and Exercise (T&amp;E) Plan.</li> <li>▪ Explain how to ensure safety during training and exercises.</li> </ul>

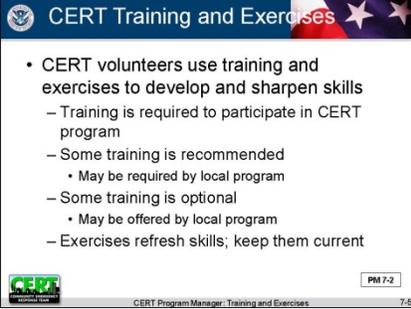
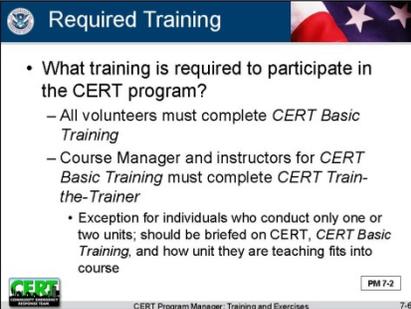
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Unit Topics</b></p> <ul style="list-style-type: none"><li>• CERT Training and Exercises</li><li>• Tailoring <i>CERT Basic Training</i></li><li>• Managing Training and Exercises</li><li>• The CERT Training and Exercise Plan</li></ul> <p>PM 7-1</p> <p>CERT Program Manager: Training and Exercises 7-3</p> <p><b>Display Slide 7-3</b></p>  <p><b>Benefits of Training and Practice</b></p> <ul style="list-style-type: none"><li>• What are some reasons for providing training and practice opportunities for CERT members?<ul style="list-style-type: none"><li>– To keep skills sharp</li><li>– To improve capabilities of program</li><li>– To maintain volunteer interest and involvement</li><li>– To give Program Manager and instructors an opportunity to interact with volunteers</li></ul></li></ul> <p>PM 7-2</p> <p>CERT Program Manager: Training and Exercises 7-4</p> <p><b>Display Slide 7-4</b></p> <p>Conduct a class discussion by asking this question.</p> <p><i>This slide is animated. The first click displays the question. The second click displays the responses.</i></p> <p>Before moving on, ask the participants if they have any questions.</p>	<p><b>Unit Topics</b></p> <p>Say that, to meet the objectives, this unit will look at the following topics:</p> <ul style="list-style-type: none"><li>▪ CERT Training and Exercises</li><li>▪ Tailoring <i>CERT Basic Training</i></li><li>▪ Managing Training and Exercises</li><li>▪ The CERT Training and Exercise (T&amp;E) Plan</li></ul> <p><b><i>CERT Training and Exercises</i></b></p> <p>Ask participants:</p> <p><b>What are some reasons for providing training and practice opportunities for CERT members?</b></p> <p>Summarize the discussion by giving the reasons for providing training and practice opportunities:</p> <ul style="list-style-type: none"><li>▪ To keep skills sharp (“use it or lose it”)</li><li>▪ To improve the capabilities of the program (to become more valuable to the community)</li><li>▪ To maintain volunteer interest and involvement (see volunteer retention in Unit 4)</li><li>▪ To give the Program Manager and instructors an opportunity to interact with the volunteers</li></ul>

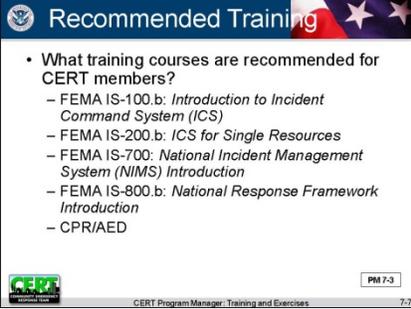
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Display Slide 7-5</b></p>  <p><b>Display Slide 7-6</b></p> <p>Conduct a class discussion by asking this question.</p> <p><i>This slide is animated. The first click displays the question. The second click displays the responses.</i></p> <p>Before moving on, ask the participants if they have any questions.</p>	<p>Tell participants that CERT volunteers use training and exercises to develop and sharpen their skills:</p> <ul style="list-style-type: none"><li>▪ Training is required to participate in the CERT program.</li><li>▪ Other training is recommended and may be required by a local program.</li><li>▪ Other training is optional and may be offered by a local program.</li><li>▪ Exercises are used to refresh skills and keep them current.</li></ul> <p><b>Training</b></p> <p>Ask participants:</p> <p><b>What training is required to participate in the CERT program?</b></p> <p>Summarize the discussion by listing required training:</p> <ul style="list-style-type: none"><li>▪ All volunteers must complete <i>CERT Basic Training</i>.</li><li>▪ The Course Manager and instructors for <i>CERT Basic Training</i> must complete <i>CERT Train-the-Trainer</i>.<ul style="list-style-type: none"><li>• Note: Individuals who conduct only one or two of the units may do so without taking the <i>CERT Train-the-Trainer</i> course.</li><li>• However, they should be briefed on CERT, the <i>CERT Basic Training</i> course, and how the unit they are teaching fits into the course.</li></ul></li></ul>

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Display Slide 7-7</b></p> <p>Conduct a class discussion by asking this question.</p> <p><i>This slide is animated. The first click displays the question. The second click displays the responses.</i></p> <p>Before moving on, ask the participants if they have any questions.</p> <p>PM, P. 7-4 and 7-5</p>	<p>Ask participants:</p> <p><b>What training courses are recommended for CERT members?</b></p> <p><b>Note: Some local programs may require some of these.</b></p> <p>Summarize the discussion by listing recommended training:</p> <ul style="list-style-type: none"><li>▪ FEMA IS-100.b: <i>Introduction to Incident Command System (ICS)</i></li><li>▪ FEMA IS-200.b: <i>ICS for Single Resources</i></li><li>▪ FEMA IS-700: <i>National Incident Management System (NIMS) Introduction</i></li><li>▪ FEMA IS-800.b: <i>National Response Framework Introduction</i></li><li>▪ CPR/AED: Cardiopulmonary resuscitation/automated external defibrillator training</li></ul> <p>Explain that the FEMA Independent Study courses can be completed online at <a href="http://training.fema.gov/is">http://training.fema.gov/is</a>.</p> <p>Explain that, in addition to the required and recommended training courses, there are a number of other training opportunities that a local CERT program may offer.</p> <p>Refer participants to <i>Training Opportunities</i> in the Participant Manual and on the following pages in the Instructor Guide.</p> <p>Review the job aid with participants.</p>

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

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PM, P. 7-4 and 7-5	Training Opportunities
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### Required Training

- *CERT Basic Training*
- The Course Manager and instructors for *CERT Basic Training* must complete *CERT Train-the-Trainer*.
  - Note: Individuals who conduct only one or two of the units may do so without taking the *CERT Train-the-Trainer* course. However, they should be briefed on CERT, the *CERT Basic Training* course, and how the unit they are teaching fits into the course.

### Recommended Training

- FEMA IS-100.b: *Introduction to Incident Command System (ICS)*
- FEMA IS-200.b: *ICS for Single Resources*
- FEMA IS-700: *National Incident Management System (NIMS) Introduction*
- FEMA IS-800.b: *National Response Framework Introduction*
- CPR/AED: Cardiopulmonary resuscitation/automated external defibrillator training
  - Note: The FEMA Independent Study courses can be completed online at <http://training.fema.gov/is>.

### CERT Supplemental Training Modules

- *Animal Response I*: General animal behavior, disaster planning for your animals, animal issues in emergency management
- *Animal Response II*: Knowledge and skills a CERT member would need when handling and caring for animals in an emergency
- *CERT Emergency Communications*: Emergency modes and technologies, proper radio use, how a CERT member participates in Net Operations
- *CERT Traffic and Crowd Management*: Hand signals and communication skills when working with traffic and crowd situations, maintaining safety when managing traffic and crowds

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- *Flood Response for CERTs*: How emergency management responds to floods, working safely around floodwaters, how to fill and move sandbags and build a sandbag barrier correctly and safely
- *CERT Tools for Leadership Success*: The characteristics and responsibilities of team leaders and team members, team interactions, leadership styles, and how to lead successfully

### Other CERT Training

- FEMA IS-317: *Introduction to Community Emergency Response Teams*  
(An introduction to CERT for anyone interested in CERT or as a refresher for current team members)
- Search and rescue tutorial on CERT Web site

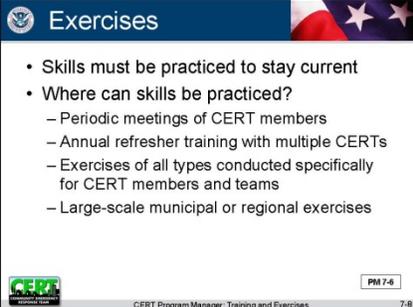
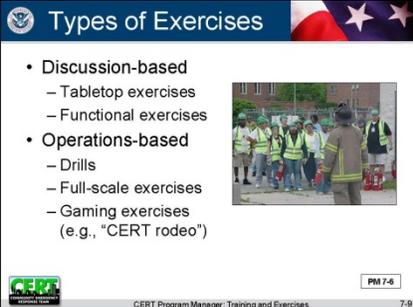
### Training That May Be Arranged by Local Program

- Advanced first aid techniques
- Advanced search and rescue
- Community relations
- Damage assessment
- Debris removal
- Donations management
- Shelter management
- Concerns of individuals with disabilities and others with access and functional needs
- Utilities control
- Wild land firefighting assistance

Local public and private agencies may have training that, if modified, would be useful for CERT volunteers (utility companies, Humane Society, ARES/RACES [amateur radio], police departments, National Weather Service, mental health departments, and more).

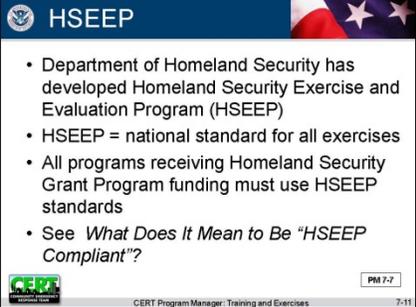
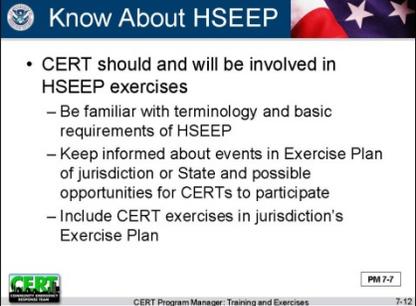
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Exercises</b></p> <ul style="list-style-type: none"><li>• Skills must be practiced to stay current</li><li>• Where can skills be practiced?<ul style="list-style-type: none"><li>– Periodic meetings of CERT members</li><li>– Annual refresher training with multiple CERTs</li><li>– Exercises of all types conducted specifically for CERT members and teams</li><li>– Large-scale municipal or regional exercises</li></ul></li></ul> <p><small>CERT Program Manager: Training and Exercises 7-8</small></p>	<h3>Exercises</h3> <p>Tell participants that just providing the initial training is not the end of the story. For skills to stay current they must be practiced. Skills can be practiced at:</p> <ul style="list-style-type: none"><li>▪ Periodic meetings of CERT members</li><li>▪ An annual refresher training with multiple CERTs</li><li>▪ Exercises of all types conducted specifically for CERT members and teams</li><li>▪ Large-scale municipal or regional exercises</li></ul>
<p><b>Display Slide 7-8</b></p>  <p><b>Types of Exercises</b></p> <ul style="list-style-type: none"><li>• Discussion-based<ul style="list-style-type: none"><li>– Tabletop exercises</li><li>– Functional exercises</li></ul></li><li>• Operations-based<ul style="list-style-type: none"><li>– Drills</li><li>– Full-scale exercises</li><li>– Gaming exercises (e.g., “CERT rodeo”)</li></ul></li></ul> <p><small>CERT Program Manager: Training and Exercises 7-9</small></p>	<p>Explain that all types of exercises will help maintain and expand CERT members’ skills and team capabilities. Exercises include:</p> <ul style="list-style-type: none"><li>▪ Discussion-based exercises<ul style="list-style-type: none"><li>• Tabletop exercises</li><li>• Functional exercises</li></ul></li><li>▪ Operations-based exercises<ul style="list-style-type: none"><li>• Drills</li><li>• Full-scale exercises</li><li>• Gaming exercises (e.g., “CERT rodeo”)</li></ul></li></ul>
<p><b>Display Slide 7-9</b></p>  <p><b>Experienced Program Managers</b></p> <ul style="list-style-type: none"><li>• What kinds of exercises do you conduct?</li></ul> <p><small>CERT Program Manager: Training and Exercises 7-10</small></p>	<p>Ask experienced Program Managers:</p> <p><b>What kinds of exercises do you conduct?</b></p>
<p><b>Display Slide 7-10</b></p> <p>Record responses on an easel pad and discuss.</p>	

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>HSEEP</b></p> <ul style="list-style-type: none"><li>• Department of Homeland Security has developed Homeland Security Exercise and Evaluation Program (HSEEP)</li><li>• HSEEP = national standard for all exercises</li><li>• All programs receiving Homeland Security Grant Program funding must use HSEEP standards</li><li>• See <i>What Does It Mean to Be "HSEEP Compliant"?</i></li></ul> <p><small>CERT Program Manager: Training and Exercises 7-11</small></p> <p><b>Display Slide 7-11</b></p> <p>Participants can read the full description in the Participant Manual.</p>	<h3><u>Homeland Security Exercise and Evaluation Program</u></h3> <p>Explain that the Department of Homeland Security has developed the Homeland Security Exercise and Evaluation Program (HSEEP).</p> <ul style="list-style-type: none"><li>▪ “The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities- and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.” (from HSEEP Web site <a href="http://www.fema.gov/exercise">www.fema.gov/exercise</a>)</li><li>▪ In other words, HSEEP is a national standard for all exercises.</li><li>▪ All programs receiving Homeland Security Grant Program funding must use HSEEP standards.</li></ul>
 <p><b>Know About HSEEP</b></p> <ul style="list-style-type: none"><li>• CERT should and will be involved in HSEEP exercises<ul style="list-style-type: none"><li>– Be familiar with terminology and basic requirements of HSEEP</li><li>– Keep informed about events in Exercise Plan of jurisdiction or State and possible opportunities for CERTs to participate</li><li>– Include CERT exercises in jurisdiction's Exercise Plan</li></ul></li></ul> <p><small>CERT Program Manager: Training and Exercises 7-12</small></p> <p><b>Display Slide 7-12</b></p> <p>PM, P. 7-8 and 7-9</p> <p>Emphasize this point.</p>	<p>Explain that CERT Program Managers need to be aware of HSEEP because CERT should and will be involved in HSEEP exercises. CERT Program Managers should:</p> <ul style="list-style-type: none"><li>▪ Be familiar with the terminology and basic requirements of HSEEP.</li><li>▪ Keep informed about events in the Exercise Plan of their jurisdiction or State and possible opportunities for CERTs to participate.</li><li>▪ Be sure that exercises conducted by their CERT program are included in the jurisdiction's Exercise Plan.</li></ul> <p>Refer participants to <i>What Does It Mean to Be "HSEEP Compliant"?</i> in the Participant Manual and on the following pages in the Instructor Guide.</p> <p>Invite participants to review the material themselves to become familiar with HSEEP.</p> <p>Emphasize that the best way for CERT Program Managers to meet HSEEP standards is to work with their local jurisdiction's training and exercise plan manager.</p>

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PM, P. 7-8 and 7-9	What Does It Means to Be “HSEEP Compliant”?
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HSEEP compliance involves four steps:

1. Development and maintenance of an annual Training and Exercise Plan Workshop (T&EPW) and Multi-Year Training and Exercise Plan, to include use of the National Exercise Schedule (NEXS)
2. Planning and designing exercises in accordance with HSEEP, to include the development of documentation and following of planning timelines
3. Development and submission of an After-Action Report (AAR)
4. Implementation of action items identified in the Improvement Plan

These four steps are cyclical and lead to the successful implementation of a self-sustaining exercise program. Below is an overview of tasks that must be accomplished for an entity to be HSEEP compliant.

### **Training and Exercise Plan Workshop (T&EPW)**

Every State and Urban Area must conduct an Exercise Plan Workshop each calendar year. As a result of the T&EPW, each State or Urban Area will develop/update its Multi-Year Training and Exercise Plan. The Training and Exercise Plan will include the State or Urban Area's training and exercise priorities (based on the homeland security strategy and previous year improvement plans), associated training and exercise capabilities, and a multi-year training and exercise schedule. The schedule should reflect all exercises that are being conducted throughout the State, not just those that are sponsored by Preparedness Directorate. The new Multi-Year Training and Exercise Plan must be submitted to Preparedness Directorate within 60 days of the workshop.

All exercises included in the Training and Exercise Plan must be entered through the NEXS system. This list must be updated at least quarterly to reflect schedule changes. States are responsible for ensuring all exercises are placed on the schedule; this includes exercises conducted using Preparedness Directorate-approved direct support.

## **Exercises**

The scenarios used in Homeland Security Grant Program (HSGP)-funded exercises must focus on validating existing capabilities (e.g., training, equipment, plans) and must be large enough in scope and size to exercise several tasks and involve multiple jurisdictions and disciplines. Exercise scenarios should be based on the State or Urban Area Homeland Security Strategy, including threat and vulnerability assessments. The type of exercise selected should be based on the Multi-Year Training and Exercise Plan. Exercises must be capability and performance based. Every State and Urban Area is required to follow HSEEP for the development of exercise documentation. Exercises should adhere to HSEEP planning timelines. Exercises must be National Incident Management System (NIMS)-compliant, as outlined in the "State and Territorial Compliance Activities: Federal Fiscal Year 2006" and "Tribal Government and Local Jurisdiction Compliance Activities: Federal Fiscal Year 2006" documents.

## **After-Action Reporting**

After-Action Reports (AARs)/Improvement Plans created for exercises are required to comply with the guidance set forth in HSEEP and to use the report template provided. AARs/Improvement Plans must be based on information gathered through Exercise Evaluation Guides (EEGs) found in the HSEEP Library. States and Urban Areas must conduct an After-Action Conference, in which key personnel and the Exercise Planning Team are presented with findings and recommendations from the draft AAR/Improvement Plan. AARs/Improvement Plans must be provided to Preparedness Directorate within 60 days of each exercise. The AARs/Improvement Plans should be submitted via the HSEEP Web page.

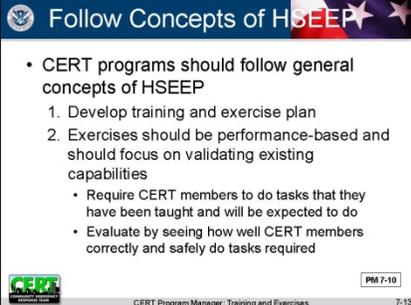
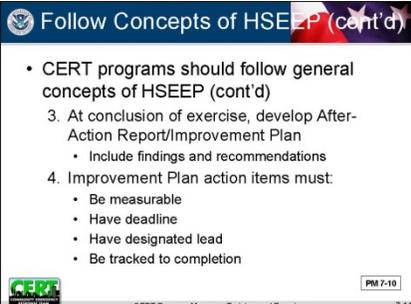
## **Improvement Planning**

Improvement Plans must include input from the affected jurisdictions, usually captured at the After-Action Conference. Action items for inclusion in the Improvement Plan must include the following characteristics:

- They must be measurable.
- They must have a deadline.
- They must have a designated lead (either by name or by agency).
- They must be tracked to completion.

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p>Follow Concepts of HSEEP</p> <ul style="list-style-type: none"><li>• CERT programs should follow general concepts of HSEEP</li><li>1. Develop training and exercise plan</li><li>2. Exercises should be performance-based and should focus on validating existing capabilities<ul style="list-style-type: none"><li>• Require CERT members to do tasks that they have been taught and will be expected to do</li><li>• Evaluate by seeing how well CERT members correctly and safely do tasks required</li></ul></li></ul> <p><small>CERT Program Manager: Training and Exercises 7-13</small></p> <p><b>Display Slide 7-13</b></p>	<p>Explain that CERT programs also should follow the general concepts of HSEEP:</p> <ul style="list-style-type: none"><li>▪ They should develop a training and exercise plan.</li><li>▪ Exercises should be performance-based and should focus on validating existing capabilities:<ul style="list-style-type: none"><li>• The scenarios should require CERT members to do tasks that they have been taught and will be expected to do.</li><li>• The exercise should be evaluated by seeing how well CERT members correctly and safely do the tasks required by the exercise scenario.</li></ul></li><li>▪ At the conclusion of an exercise, an After-Action Report/Improvement Plan should be developed.<ul style="list-style-type: none"><li>• The report should include findings and recommendations.</li></ul></li><li>▪ The Improvement Plan should include action items that:<ul style="list-style-type: none"><li>• Are measurable</li><li>• Have a deadline</li><li>• Have a designated lead</li><li>• Are tracked to completion</li></ul></li></ul>
 <p>Follow Concepts of HSEEP (cont'd)</p> <ul style="list-style-type: none"><li>• CERT programs should follow general concepts of HSEEP (cont'd)</li><li>3. At conclusion of exercise, develop After-Action Report/Improvement Plan<ul style="list-style-type: none"><li>• Include findings and recommendations</li></ul></li><li>4. Improvement Plan action items must:<ul style="list-style-type: none"><li>• Be measurable</li><li>• Have deadline</li><li>• Have designated lead</li><li>• Be tracked to completion</li></ul></li></ul> <p><small>CERT Program Manager: Training and Exercises 7-14</small></p> <p><b>Display Slide 7-14</b></p> 	<p>Say that in the final section of this unit you will review how to develop a training and exercise plan that is mindful of the requirements of HSEEP.</p> <p>Remind participants that, as a matter of HSEEP compliance and in addition to implementing a CERT training and exercise plan, they need to be sure that exercises conducted by their program are included in the jurisdiction's Exercise Plan.</p> <p><b>Before moving on to talk about tailoring training, is there anything that experienced Program Managers want to add about the types of training and exercises in a CERT program?</b></p>

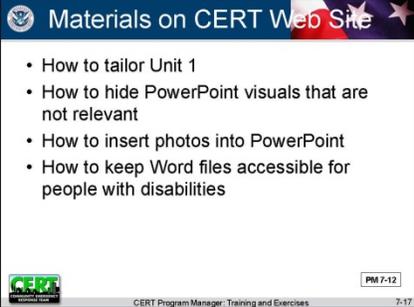
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Display Slide 7-15</b></p>	<h3><b><i>Tailoring CERT Basic Training</i></b></h3> <p>Tell participants that the <i>CERT Basic Training</i> materials use an all-hazards approach and are intended for a national audience. To make the materials relevant for situations that local CERTs will encounter, the CERT program needs to tailor them.</p> <p>Caution participants that tailoring the training does not mean eliminating topics. New content may be added and existing content should be tailored, but all existing topics must be covered.</p> <p>List the ways that the materials need to be tailored:</p> <ul style="list-style-type: none"><li>▪ For local hazards (Unit 1)<ul style="list-style-type: none"><li>• Use the threats the community may face. For example, in Missouri, hurricanes are not a concern but flooding is and earthquakes might be.</li></ul></li><li>▪ For local resources<ul style="list-style-type: none"><li>• Learn about the first responder resources that the community has and refer to them correctly.</li></ul></li><li>▪ For local protocols, procedures, and terminology<ul style="list-style-type: none"><li>• Because teams are local resources, they need to interact effectively with local agencies using local standards, protocols, and terminology.</li></ul></li><li>▪ For the audience<ul style="list-style-type: none"><li>• Learn the audience's concerns and abilities and modify the training to fit them. How one teaches leveraging and cribbing will be different for a group in a retirement community than for a group of young professionals at a corporate headquarters. Other concerns could relate to culture, age, language, or venue (e.g., neighborhood, workplace, school).</li></ul></li></ul>

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
  <p><b>Display Slide 7-16</b></p>  <p><b>Display Slide 7-17</b></p>	<ul style="list-style-type: none"><li>▪ For the training facility<ul style="list-style-type: none"><li>• Some facilities do not have all the space that would be optimal for the hands-on exercises. The Program Manager may need to be creative in how the space is used.</li></ul></li></ul> <p><b>Ask participants for examples of accommodations they have used to conduct training in less than optimal facilities.</b></p> <p>Tell participants to review the <i>CERT Basic Training</i> materials carefully both to familiarize themselves with the course content and to identify areas that require tailoring. They should make sure to review the Instructor Guide, the Participant Manual, and the PowerPoint visuals. Changes may need to be made in all three.</p> <p>Say that materials can be customized with local:</p> <ul style="list-style-type: none"><li>▪ Case studies</li><li>▪ Scenarios</li><li>▪ Photographs</li><li>▪ Anecdotes</li><li>▪ Examples</li><li>▪ Success stories</li><li>▪ Handouts</li></ul> <p>Refer participants to the CERT Web site for numerous tips on tailoring CERT training:</p> <ul style="list-style-type: none"><li>▪ How to tailor Unit 1</li><li>▪ How to hide PowerPoint visuals that are not relevant</li><li>▪ How to insert photos into PowerPoint</li><li>▪ How to keep Word files accessible for people with disabilities</li></ul>

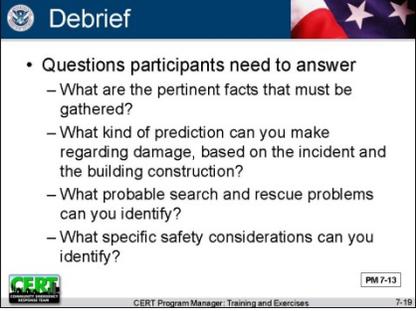
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
<p data-bbox="191 369 488 411"> Activity </p> <p data-bbox="289 506 521 531">Develop a Local Scenario</p> <p data-bbox="196 653 613 688">  CERT Program Manager: Training and Exercises 7-18</p> <p data-bbox="191 705 461 741"><b>Display Slide 7-18</b></p> <p data-bbox="191 930 358 963">PM, P. 7-13</p>	<p data-bbox="630 369 1154 405"><b>Activity: Develop a Local Scenario</b></p> <p data-bbox="630 422 1398 531"><b>Purpose:</b> This activity allows participants to develop a local scenario for an activity in Unit 5 of <i>CERT Basic Training</i>.</p> <p data-bbox="630 772 1365 842"><b>Instructions:</b> Follow the steps below to conduct the activity.</p> <ol data-bbox="630 863 1446 1675" style="list-style-type: none"><li>1. Tell participants that they will work individually.</li><li>2. Refer participants to <i>Develop a Local Scenario</i> in the Participant Manual and on the following page in the Instructor Guide.</li><li>3. Read the background.</li><li>4. Review the instructions.<ol data-bbox="683 1161 1409 1675" style="list-style-type: none"><li>a. Develop one scenario that would be appropriate for your community.</li><li>b. Include the elements in the list.</li><li>c. Think about the questions that the <i>CERT Basic Training</i> participants need to answer and make sure that you include the information they would need.</li><li>d. Identify 2-3 photos that might be presented as part of the scenario.</li><li>e. Write the scenario on a blank piece of paper or in Section 7 of your Draft Program Plan.</li><li>f. You have 10 minutes.</li></ol></li></ol>

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Debrief</b></p> <ul style="list-style-type: none"><li>• Questions participants need to answer<ul style="list-style-type: none"><li>– What are the pertinent facts that must be gathered?</li><li>– What kind of prediction can you make regarding damage, based on the incident and the building construction?</li><li>– What probable search and rescue problems can you identify?</li><li>– What specific safety considerations can you identify?</li></ul></li></ul> <p><small>CERT Program Manager: Training and Exercises 7-19</small></p>	<p><b>Debrief:</b></p> <ol style="list-style-type: none"><li>1. Ask for 2-3 people to volunteer to read their scenarios.</li><li>2. Ask the group to listen to the scenario and determine if they could answer the questions that the <i>CERT Basic Training</i> participants will need to answer. The questions are included on the slide.</li><li>3. Ask for any suggestions for improving the scenarios.</li></ol>

**Display Slide 7-19**

COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

UNIT 7: TRAINING AND EXERCISES

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PM, P. 7-13	Develop a Local Scenario
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**Background:**

In *CERT Basic Training* Unit 5, Light Search and Rescue Operations, there is an activity on search and rescue sizeup. The activity is done in small groups and each small group is provided with a local scenario (if possible with photos) describing a local building in a disaster event that is realistic for the community. The *CERT Basic Training* participants are asked to answer four questions:

- What are the pertinent facts that must be gathered?
- What kind of prediction can you make regarding damage, based on the incident and the building construction?
- What probable search and rescue problems can you identify?
- What specific safety considerations can you identify?

In preparation for this activity, the instructor must develop the scenarios to be used. The following elements are to be included in the scenarios:

- Type of event
- Intensity/severity/duration
- Occupancy affected
- Current/forecast weather conditions
- Time of day and week
- Other factors that may affect search and rescue operations

**Instructions:**

1. Develop one scenario that would be appropriate for your community.
2. Include the elements in the list.
3. Think about the questions that the *CERT Basic Training* participants need to answer and make sure that you include the information they would need.
4. Identify 2-3 photos that might be presented as part of the scenario.

INSTRUCTOR GUIDANCE	CONTENT
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# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
  <p data-bbox="310 705 483 726">Draft Program Plan:</p> <p data-bbox="245 758 548 779">Identify Ideas for Tailoring Training</p>  <p data-bbox="191 926 461 957"><b>Display Slide 7-20</b></p> <p data-bbox="191 978 602 1115">If you are short on time, point out this section and ask participants to complete it on their own.</p>	<p data-bbox="634 369 1398 506"><b>Before moving on to talk about managing and scheduling training, is there anything that experienced Program Managers want to add about tailoring <i>CERT Basic Training</i>?</b></p> <p data-bbox="634 600 1333 663"><b>Activity: Draft Program Plan: Identify Ideas for Tailoring Training</b></p> <p data-bbox="634 684 1430 789"><b>Purpose:</b> This activity allows Program Managers to record ideas they might have for tailoring training to their own community.</p> <p data-bbox="634 1157 1365 1220"><b>Instructions:</b> Follow the steps below to conduct the activity.</p> <ol data-bbox="634 1241 1430 1440" style="list-style-type: none"><li>1. Refer participants to the <i>Draft Program Plan</i> in Unit 1 of the Participant Manual and the Instructor Guide.</li><li>2. Ask participants to enter ideas in the seventh section, <i>Training and Exercises</i>, individually. The title is “Some ideas for tailoring training to my community.”</li></ol>

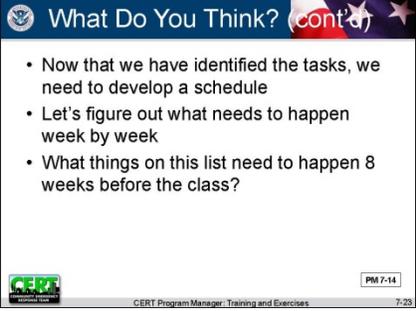
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
<p data-bbox="191 369 602 407"> Managing Training and Exercises</p> <ul data-bbox="212 422 581 516" style="list-style-type: none"><li>• Holding CERT training class requires coordination and planning</li><li>• Develop list of tasks and schedule to make process manageable</li></ul>  <p data-bbox="191 646 602 680"> CERT Program Manager: Training and Exercises 7-21</p> <p data-bbox="191 695 456 730"><b>Display Slide 7-21</b></p> <p data-bbox="191 762 602 800"> What Do You Think?</p> <ul data-bbox="212 814 565 957" style="list-style-type: none"><li>• Imagine that you will be holding a <i>CERT Basic Training</i> class in 10 weeks</li><li>• You are putting together a plan to get ready for the class</li><li>• What tasks need to be included in the plan?</li></ul>  <p data-bbox="191 1035 602 1068"> CERT Program Manager: Training and Exercises 7-22</p> <p data-bbox="191 1087 461 1123"><b>Display Slide 7-22</b></p> <p data-bbox="191 1142 602 1320"><b>Record responses on an easel pad.</b> You may need to prompt participants by asking them to look over the list and make sure everything is on it.</p> <p data-bbox="191 1339 602 1482">There is no “right” answer for this activity, but make sure that these topics are addressed:</p> <ul data-bbox="191 1501 402 1797" style="list-style-type: none"><li>▪ Participants</li><li>▪ Instructors</li><li>▪ Facility</li><li>▪ Equipment</li><li>▪ Materials</li><li>▪ Supplies</li></ul>	<p data-bbox="634 369 1224 407"><b><i>Managing Training and Exercises</i></b></p> <p data-bbox="634 426 1409 604">Tell participants that holding a CERT training class requires coordination and planning. The job can feel overwhelming when a Program Manager first gets started. Developing a list of tasks and a schedule helps make the process manageable.</p> <p data-bbox="634 762 902 798">Say to participants:</p> <p data-bbox="634 816 1419 959"><b>Imagine that you will be holding a <i>CERT Basic Training</i> class in 10 weeks. You are putting together a plan to get ready for the class. What tasks need to be included in the plan?</b></p>

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p>What Do You Think? (cont.)</p> <ul style="list-style-type: none"><li>• Now that we have identified the tasks, we need to develop a schedule</li><li>• Let's figure out what needs to happen week by week</li><li>• What things on this list need to happen 8 weeks before the class?</li></ul> <p><b>Display Slide 7-23</b></p> <p>PM, P. 7-15 and 7-16</p> <p><b>Record responses on an easel pad.</b> Make sure that all participants understand what is involved in each task as you put it on the schedule.</p> <p>Repeat for each week (7, 6, 5, 4, 3, 2, 1). The group may end up moving some things around as you go.</p> <p>Encourage experienced Program Managers to share their experiences about how things really work.</p>	<p>Say to participants:</p> <p><b>Now that we have identified the tasks, we need to develop a schedule. Let's figure out what needs to happen week by week.</b></p> <p><b>What things on the list need to happen 8 weeks before the class?</b></p> <p>Refer participants to the <i>Sample Training Schedule</i> worksheet in the <i>Draft Program Plan</i> in Unit 1 (or they can use copy of the worksheet on p. 7-15 and 7-16) of the Participant Manual and on the following pages of the Instructor Guide. Tell participants to fill in the worksheet as you work through Week 8 to Week 1.</p>

**COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE**

**UNIT 7: TRAINING AND EXERCISES**

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<b>PM, P. 7-15 and 7-16</b>	<b>Sample Training Schedule</b>
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<b>Week 8 Before Training</b>	<b>Week 7 Before Training</b>	<b>Week 6 Before Training</b>	<b>Week 5 Before Training</b>

**COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE**

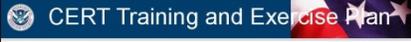
**UNIT 7: TRAINING AND EXERCISES**

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<b>Week 4 Before Training</b>	<b>Week 3 Before Training</b>	<b>Week 2 Before Training</b>	<b>Week 1 Before Training</b>

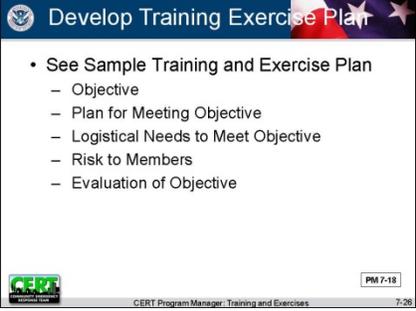
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p>• Starting a Program, Step 7 – <i>Starting and Maintaining a CERT Program</i> document is available at <a href="http://www.fema.gov/start-and-maintain-community-emergency-response-team-program">www.fema.gov/start-and-maintain-community-emergency-response-team-program</a></p>  <p><b>Display Slide 7-24</b></p> 	<h3>Training Tips and Forms</h3> <p>Tell participants that there are resources on the CERT Web site that are very useful for the new Program Manager who is coordinating training for the first time.</p> <ul style="list-style-type: none"><li>▪ A <i>Starting and Maintaining a CERT Program</i> document is available at <a href="http://www.fema.gov/start-and-maintain-community-emergency-response-team-program">www.fema.gov/start-and-maintain-community-emergency-response-team-program</a>.</li></ul> <p><b>Before moving on to talk about the training plan, are there any questions about training logistics and the schedule?</b></p>
 <p>• Training is not over at end of <i>CERT Basic Training</i></p> <p>• Ongoing training and exercises are core part of CERT program</p> <ul style="list-style-type: none"><li>– More than half of continuing education embellishes content of <i>CERT Basic Training</i></li><li>– Other half deals with other emergency- or disaster-related subjects of interest to members and program</li></ul>  <p><b>Display Slide 7-25</b></p>	<h3><i>The CERT Training and Exercise Plan</i></h3> <p>Remind participants that, as discussed earlier, training is not done once the <i>CERT Basic Training</i> course is complete. Ongoing training and exercises are a core part of the CERT program. More than half of continuing education deals with enriching what was taught in the <i>CERT Basic Training</i> course; the other half deals with other emergency- or disaster-related subjects that weren't addressed in the <i>CERT Basic Training</i> course but are of interest to members and the program.</p> <p>Explain that, whatever the overall objectives may be, all CERT training and exercises should be incorporated into the local CERT program plan.</p>

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p>Develop Training Exercise Plan</p> <ul style="list-style-type: none"><li>• See Sample Training and Exercise Plan<ul style="list-style-type: none"><li>– Objective</li><li>– Plan for Meeting Objective</li><li>– Logistical Needs to Meet Objective</li><li>– Risk to Members</li><li>– Evaluation of Objective</li></ul></li></ul> <p>CERT Program Manager: Training and Exercises 7-26</p> <p><b>Display Slide 7-26</b></p> <p>PM, P. 7-18</p>	<p>Tell participants that you are going to show them a sample training and exercise plan template. Then you will walk through the plan with participants and discuss each of the elements.</p> <p>Refer participants to the <i>Sample Training and Exercise Plan</i> template in the Participant Manual and on the following page in the Instructor Guide.</p> <p>Point out the five columns:</p> <ol style="list-style-type: none"><li>1. Objective</li><li>2. Plan for Meeting Objective</li><li>3. Logistical Needs to Meet Objective</li><li>4. Risk to Members</li><li>5. Evaluation of Objective</li></ol> <p>Tell participants to use the plan as a guide as you continue with the unit instruction.</p>

**COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE**

**UNIT 7: TRAINING AND EXERCISES**

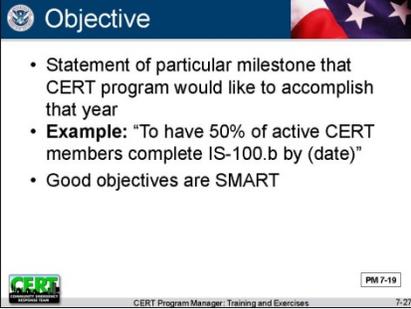
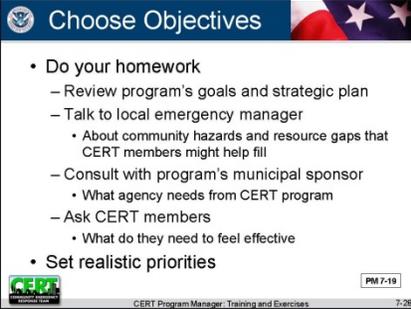
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<b>PM, P. 7-18</b>	<b>Sample Training and Exercise Plan</b>
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<b>Objective</b>	<b>Plan for Meeting Objective</b>	<b>Logistical Needs to Meet Objective</b>	<b>Risk to Members</b>	<b>Evaluation of Objective</b>

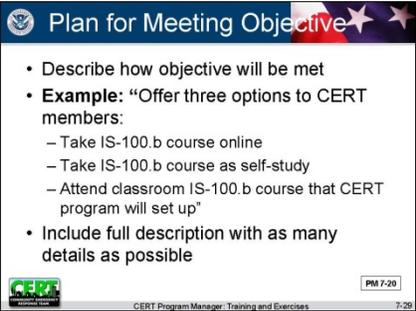
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Objective</b></p> <ul style="list-style-type: none"><li>• Statement of particular milestone that CERT program would like to accomplish that year</li><li>• <b>Example:</b> "To have 50% of active CERT members complete IS-100.b by (date)"</li><li>• Good objectives are SMART</li></ul> <p><b>Display Slide 7-27</b></p>	<p><b>Objective</b></p> <p>Explain that the first step in developing a training and exercise plan is to develop objectives. An objective is a statement of a particular milestone that a CERT program would like to accomplish that year.</p> <p><u>Example</u></p> <p>Tell participants to write this in the Objective column: "To have 50% of active CERT members complete IS-100.b (<i>Introduction to Incident Command System</i>) by (date)."</p> <p>Remind participants that good objectives are SMART:</p> <ul style="list-style-type: none"><li>▪ Specific</li><li>▪ Measurable</li><li>▪ Achievable</li><li>▪ Relevant</li><li>▪ Time Bound</li></ul>
 <p><b>Choose Objectives</b></p> <ul style="list-style-type: none"><li>• Do your homework<ul style="list-style-type: none"><li>– Review program's goals and strategic plan</li><li>– Talk to local emergency manager<ul style="list-style-type: none"><li>• About community hazards and resource gaps that CERT members might help fill</li></ul></li><li>– Consult with program's municipal sponsor<ul style="list-style-type: none"><li>• What agency needs from CERT program</li></ul></li><li>– Ask CERT members<ul style="list-style-type: none"><li>• What do they need to feel effective</li></ul></li></ul></li><li>• Set realistic priorities</li></ul> <p><b>Display Slide 7-28</b></p>	<p><u>How to Choose Objectives</u></p> <p>Tell participants that identifying objectives should not be a haphazard process. A CERT program's annual training and exercise objectives are tied to and compatible with the program's goals and strategic plan. They also are tied to the community's most recent risk assessment.</p> <p>Tell participants to do their homework before identifying annual objectives:</p> <ul style="list-style-type: none"><li>▪ Review the program's goals and strategic plan (drafted in Unit 2 of the course).</li></ul>

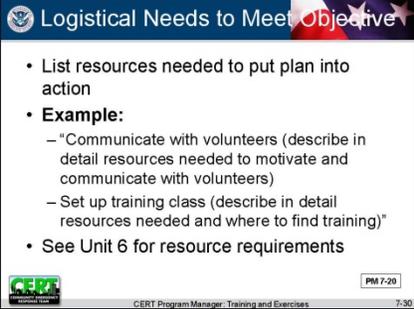
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
  <p><b>Display Slide 7-29</b></p>	<ul style="list-style-type: none"><li>▪ Talk to the local emergency manager about the hazards that are a priority for the community and resource gaps that CERT members might help fill.</li><li>▪ Consult with the program’s municipal sponsor. Make sure that the program’s training and exercise objectives are in sync with what that agency is doing and what the agency needs from the CERT program.</li><li>▪ Ask CERT members what additional training will make them more effective in a disaster. They will know what they need. Remember that one size does not fit all. A team of senior citizens needs different types of continuing training than does a student team at the local high school.</li></ul> <p>Say that, after the research is complete, the program needs to review the possibilities and set priorities for what the program can realistically accomplish.</p> <p><b>Do experienced Program Managers have anything to add about setting objectives for the training and exercise plan?</b></p> <p><b>Plan for Meeting an Objective</b></p> <p>Say that the next step is to describe how the objective will be met.</p>

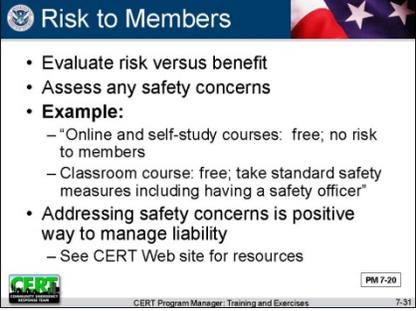
# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Display Slide 7-30</b></p> 	<p><u>Example</u></p> <p>Tell participants to write this in the Plan for Meeting Objective column:</p> <p>“Offer three options to CERT members:</p> <ol style="list-style-type: none"><li>1. Take IS-100.b course online</li><li>2. Take IS-100.b course as self-study</li><li>3. Attend classroom IS-100.b course that CERT program will set up”</li></ol> <p>Tell participants that the plan should include a full description with as many details as possible.</p> <p><b>Logistical Needs to Meet Objective</b></p> <p>Say that in the logistical needs column the Program Manager should list the resources that would be needed to put the plan into action.</p> <p><u>Example</u></p> <p>Tell participants to write this in the Logistical Needs to Meet Objective column:</p> <ul style="list-style-type: none"><li>▪ “Communicate with volunteers (describe in detail resources needed to motivate volunteers to take the course and to communicate with the volunteers about how to access the course).</li><li>▪ Set up training class (describe in detail the resources needed – materials, supplies, equipment, instructional skills, financial – as well as ideas for where you can find the training).”</li></ul> <p>Refer participants to Unit 6, Procuring and Managing Resources, for the discussion of resource requirements.</p> <p><b>Do experienced Program Managers have anything to add about logistical needs to meet the objectives for the training and exercise plan?</b></p>

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
 <p><b>Risk to Members</b></p> <ul style="list-style-type: none"><li>• Evaluate risk versus benefit</li><li>• Assess any safety concerns</li><li>• <b>Example:</b><ul style="list-style-type: none"><li>– “Online and self-study courses: free; no risk to members</li><li>– Classroom course: free; take standard safety measures including having a safety officer”</li></ul></li><li>• Addressing safety concerns is positive way to manage liability<ul style="list-style-type: none"><li>– See CERT Web site for resources</li></ul></li></ul> <p><b>Display Slide 7-31</b></p> <p>PM, P. 7-21 and 7-22</p>	<h3>Risk to Members</h3> <p>Say that the Risk to Members column is where the Program Manager should evaluate risk versus benefit. In particular, the Program Manager should assess any safety concerns.</p> <p><u>Example</u></p> <p>Tell participants to write this in the Risk to Members column:</p> <ul style="list-style-type: none"><li>▪ “Online and self-study courses: free; no risk to members</li><li>▪ Classroom course: free; take standard safety measures including having a safety officer.”</li></ul> <p>Point out that in this example the risk analysis will not show any unusual risk to taking the IS 100 course.</p> <p>Say that the result would be different if the objective was to train CERT volunteers in swift water rescue. In this instance, the physical risks and the cost could well outweigh the benefits. That risk assessment would influence whether the objective was adopted or not.</p> <p>Say that managing liability is a serious concern for CERT Program Managers. Addressing safety concerns during training and exercises is a positive way to reduce liability through risk management. There are several resources for Program Managers on the CERT Web site at <a href="http://www.fema.gov/cert">www.fema.gov/cert</a>.</p> <p>Refer participants to <i>Reducing Risk and Liability During Training and Exercises</i> in the Participant Manual and on the following pages in the Instructor Guide.</p> <p>Tell participants to use this job aid to identify any safety concerns for the training and exercise plan.</p>

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PM, P. 7-21 and 7-22	<b>Reducing Risk and Liability During Training and Exercises</b>
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### **Reducing Risk and Liability During Training: Instructors**

Steps that you can take with your instructors to help reduce liability include:

- Establishing training standards and safety requirements for training.
- Briefing all instructors on their responsibilities to conduct safe and effective training.
- Ensuring that all instructors are prepared to meet the objectives for their sessions.
- Providing co-instructors to assist the instructors for all activities.
- Ensuring that all instructors model appropriate safety behavior, such as safety gear for all demonstrations.

Additionally, be sure that your instructors understand that they can give participants permission to opt out of an activity if they have a condition that they may aggravate by participating.

### **Reducing Risk and Liability During Training: Participants**

Steps that you can take with CERT participants to help reduce liability include:

- Ensure that participants understand that they may opt out of activities if they have a condition that they may aggravate by participating.
- Require all participants to sign a hold harmless agreement. (See sample agreement in the resources.)
- Explain the potential hazards that participants may face in class activities, during exercises, and during activation.
- Provide copies of all CERT safety rules and requirements to each participant. Require them to sign one copy and return it to you before class begins. Encourage the participants to keep the other copy for their records.
- Require all participants to wear safety gear for all activities.
- When you see an unsafe act, correct it immediately!
- If someone is injured during class, document the injury and ensure that the participant receives appropriate medical treatment.
- Emphasize that rescuer safety is the primary concern in training and activation.

### **Reducing Risk and Liability During Training: Classroom/Exercise Areas**

Steps that you can take to ensure that the CERT classroom and exercise area are safe include:

- Walk through the classroom and exercise area(s) before each class to identify and correct unsafe conditions.
- Check all equipment to ensure that it is in good working order.

Be sure to make these checks **before every class begins**.

### **Reducing Risk and Liability During Training: Materials**

The main step to take to reduce liability related to the CERT materials is to ensure that you have written releases for all copyrighted materials (including photographs and cartoons). (Note that if you are using FEMA's materials without alteration, all necessary copyright releases have been secured.) Remember that photographs and other materials found on the Internet are copyrighted.

### **Reducing Liability: During Exercises**

Always take the measures below to reduce liability during exercises:

- Conduct a pre-exercise briefing in which you provide the objectives (including safety objectives) for the exercise.
- Treat all drills, functional exercises, and full-scale exercises as the real thing. Enforce all safety rules strictly.
- Stress teamwork, safety equipment, and the use of the buddy system.
- If you see an unsafe act, intervene immediately!
- Conduct a post-exercise debriefing, and cover safety issues as part of the debriefing.
- Stress the need to document everything using the forms approved by the jurisdiction.
- If someone is injured, document the injury, and ensure that the volunteer receives appropriate medical care.

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
<p data-bbox="191 373 266 445"></p> <p data-bbox="191 562 607 869"> Evaluation of Objective</p> <ul data-bbox="214 617 529 758" style="list-style-type: none"><li>• After event has occurred<ul style="list-style-type: none"><li>– Observations</li><li>– Lessons learned</li><li>– Recommendations</li></ul></li><li>• Use information to write After-Action Report/Improvements Plan</li></ul> <p data-bbox="191 890 461 919">Display Slide 7-32</p> <p data-bbox="191 1010 607 1316"> Repeat Process Annually</p> <ul data-bbox="214 1064 574 1262" style="list-style-type: none"><li>• Revise Training and Exercise Plan once a year<ul style="list-style-type: none"><li>– Measure degree of achievement of previous year's objectives<ul style="list-style-type: none"><li>• Review successes and "less than successes"</li></ul></li><li>– Develop new objectives</li><li>– Write plan for meeting objective</li><li>– Identify logistical needs for meeting objective</li><li>– Evaluate risk to members</li></ul></li></ul> <p data-bbox="191 1337 461 1367">Display Slide 7-33</p> <p data-bbox="191 1562 266 1633"></p>	<p data-bbox="630 369 1430 474"><b>Do experienced Program Managers have anything to add about risk and safety issues during training and exercises?</b></p> <p data-bbox="630 562 987 596"><b>Evaluation of Objective</b></p> <p data-bbox="630 617 1442 793">Finally, tell participants that in the Evaluation of Objective column they should enter their observations, lessons learned, and recommendations after the event has occurred. They will use this information to write an After-Action Report/Improvements Plan for the next event.</p> <p data-bbox="630 1010 1159 1043"><b>Repeat Planning Process Annually</b></p> <p data-bbox="630 1064 1406 1169">Explain that planning for training and exercises is a cyclical process. Once a year the training and exercise plan should be revised.</p> <ul data-bbox="630 1190 1430 1518" style="list-style-type: none"><li>▪ Measure the degree of achievement of previous year's objectives.<ul style="list-style-type: none"><li>• Review successes and "less than successes."</li></ul></li><li>▪ Develop new objectives.</li><li>▪ Write a plan for meeting the objective.</li><li>▪ Identify the logistical needs for meeting the objective.</li><li>▪ Evaluate risk to members.</li></ul> <p data-bbox="630 1556 1377 1623"><b>Before moving on, are there any questions about developing a training and exercise plan?</b></p>

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
<p data-bbox="191 369 613 411"> Activity </p> <p data-bbox="316 478 495 504">Draft Program Plan:</p> <p data-bbox="277 535 534 581">Identify Possible Objectives for Training and Exercises</p> <p data-bbox="196 653 253 684"></p> <p data-bbox="561 653 602 665">PM 7-23</p> <p data-bbox="323 674 506 688">CERT Program Manager: Training and Exercises</p> <p data-bbox="594 674 613 684">7-34</p> <p data-bbox="191 703 462 739"><b>Display Slide 7-34</b></p> <p data-bbox="191 756 605 898">If you are short on time, point out this section and ask participants to complete it on their own.</p>	<p data-bbox="631 369 1333 441"><b>Activity: Draft Program Plan: Identify Possible Objectives for Training and Exercises</b></p> <p data-bbox="631 459 1398 564"><b>Purpose:</b> This activity allows Program Managers to record ideas they have for possible objectives for their training and exercise plan.</p> <p data-bbox="631 934 1370 1005"><b>Instructions:</b> Follow the steps below to conduct the activity.</p> <ol data-bbox="631 1024 1425 1367" style="list-style-type: none"><li>1. Refer participants to the <i>Draft Program Plan</i> in Unit 1 of the Participant Manual and the Instructor Guide.</li><li>2. Ask participants to turn to the seventh section, <i>Training and Exercises</i>. In the Training and Exercise Plan they should enter ideas for objectives. Remind them that these objectives will have to be reviewed and checked with others in the program and the community (volunteers, sponsor, emergency manager).</li></ol>

# COMMUNITY EMERGENCY RESPONSE TEAM PROGRAM MANAGER COURSE

## UNIT 7: TRAINING AND EXERCISES

INSTRUCTOR GUIDANCE	CONTENT
<p data-bbox="191 369 626 411"> Unit Summary</p> <ul data-bbox="214 428 568 537" style="list-style-type: none"><li>• CERT Training and Exercises</li><li>• Tailoring <i>CERT Basic Training</i></li><li>• Managing Training and Exercises</li><li>• The CERT Training and Exercise Plan</li></ul> <p data-bbox="191 659 626 701"> <small>CERT Program Manager: Training and Exercises</small> <span data-bbox="571 659 610 676">PM 7-24</span> <span data-bbox="571 684 610 701">7-35</span></p> <p data-bbox="191 714 461 747"><b>Display Slide 7-35</b></p> <p data-bbox="191 798 266 869"></p>	<p data-bbox="659 369 915 411"><b><i>Unit Summary</i></b></p> <p data-bbox="659 428 1438 495">Tell participants that this unit has looked at training and exercises:</p> <ul data-bbox="659 516 1247 705" style="list-style-type: none"><li>▪ CERT Training and Exercises</li><li>▪ Tailoring <i>CERT Basic Training</i></li><li>▪ Managing Training and Exercises</li><li>▪ The CERT Training and Exercise Plan</li></ul> <p data-bbox="659 793 1438 861"><b>Do you have any questions about anything covered in this unit?</b></p> <p data-bbox="659 953 812 987"><b>Transition</b></p> <p data-bbox="659 1003 1455 1071">The next unit will discuss policies and procedures, which ones are needed and how to develop them.</p>