

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

NATIONAL URBAN SEARCH AND RESCUE RESPONSE SYSTEM

A Component of the National Response Framework
Emergency Support Function 9



STRATEGIC TRAINING PLAN 2011-2015

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A Message from the Leadership Team of the National US&R Response System

On behalf of the almost 6,000 members of the National Urban Search and Rescue (US&R) Response System, we are proud to introduce our Strategic Training Plan. The National US&R Response System is comprised of two distinct elements: a Program Office under the Federal Emergency Management Agency, and twenty-eight task forces supported by their Sponsoring Agency. It has leaders assigned to Incident Support Teams, as well as subject matter experts in disciplines related to search and rescue operations. The System has existed for more than twenty years, and has saved many lives in responding to man-made and natural disasters.

This Strategic Training Plan will be a companion document to our Strategic Plan which should be finalized in the near future. We believe that training is the foundation of our System and therefore it is worthwhile to unveil this plan now, so implementation can begin immediately. The Strategic Training Plan is ambitious in terms of the number of strategies and implementing actions; nevertheless it provides a blueprint and signpost to guide our actions from 2011 to 2015.

The Strategic Training Plan envisions a number of improvements in:

- Managing the US&R Curriculum;
- Developing an integrated Learning Management System;
- Insuring Quality Assurance is an essential component of training;
- Adopting a vigorous training exercise program;
- Ensuring collaborative partnerships with other Government Search and Rescue agencies; and
- Establishing a members' leadership training program.

Above all, the US&R System depends vitally on partnerships between Federal, State and local agencies. It uniquely integrates search and rescue operational concepts, training, and equipment standardization at 28 different locations, thus ensuring a high state of readiness. Over the last 20 years the National US&R Response System has continually been at the forefront in leading search and rescue efforts to save lives, whether on man-caused incidents or natural disasters. Implementing this Strategic Training Plan will better enable us to serve the nation in carrying out this critical responsibility.

Fred Endrikat, Chief
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Executive Summary

The National US&R Response System comprises 28 Task Forces that can quickly deploy skilled staff and state-of-the-art equipment to sites of natural disasters, terrorist attacks, and building collapses. In addition to search and rescue (SAR), Task Force members locate, extricate, and provide immediate medical treatment to survivors. Their skills save lives. Those skills must be developed and nurtured through a robust training program that is both challenging and supportive.



The National US&R Strategic Training Plan is a product of the collaborative efforts of the Training Work Group, Task Force Leaders, and Task Force members. It has the concurrence of the US&R Strategic Group and fully supports the FEMA Strategic Plan, the FEMA Response Directorate Strategic Plan, and the National US&R Strategic Plan. It details the goals of those who will benefit from the National US&R Response System's training program. It strives to maintain the System's place as the premier US&R organization by acknowledging the importance of a well-trained, highly skilled, performance-driven workforce with attainable and instructionally sound goals for its training program.

This Strategic Training Plan explains the National US&R Response System training mission to improve workforce performance, and its vision to continue setting the standard of excellence for SAR training. It also identifies training goals for fiscal years 2011 through 2015, which address the following six areas of concern deemed to be of the highest priority:

- **Curriculum Management** – A curriculum management process for course development, delivery and maintenance;
- **Learning Management System** – An integrated system to plan, deliver, and manage learning events across the National US&R Response System;
- **Quality Assurance** – A process to assure effectiveness of instructors, course materials and delivery, and training readiness evaluation;
- **Training Exercises** – A standardized process to develop and conduct performance-based training exercises;
- **Training Partnerships** – Cooperative training relationships with the Department of Defense (DOD) and other SAR partner organizations; and
- **Leadership Training** – A program for training task force members who serve in leadership roles in the National US&R Response System.

For each goal, the Plan identifies objectives, strategies and performance measures. The Plan also includes a timeline for meeting each goal over the five-year period. The following pages present background information and the National US&R Response System Strategic Training Plan.

Introduction

National Urban Search and Rescue Response System

In 1990 the Federal Emergency Management Agency (FEMA) established the National US&R Response System. The System is comprised of 28 Task Forces located throughout the continental United States, that have trained staff and state-of-the-art equipment ready at a moment's notice to conduct SAR operations in response to natural disasters, terrorist attacks, and building collapses.

National US&R Response System Task Force members provide vital services in these specialized areas:



- Search – finding trapped survivors;
- Rescue – extracting survivors from debris;
- Technical – validate building structural stability;
- Medical – providing care for survivors before and after rescue; and
- Hazardous Materials – provide SAR support in a contaminated environment.

For each of these areas, specialized technological equipment is used to ensure a safe environment for search and rescue operations.

Task Force members were on the ground in Los Angeles after the Northridge earthquake in 1994, in Oklahoma City after the bombing of the Alfred P. Murrah Federal Building in 1995, at the World Trade Center and Pentagon in 2001, in Mississippi and Louisiana after Hurricane Katrina in 2005, and in Haiti during the earthquake in 2010—to name just a few examples. SAR is a multi-hazard discipline that requires highly trained and skilled men and women, as well as canine search teams.

Because their skills save lives, and the environment in which they work is dangerous, the public and their own safety demand that Task Force members receive the most effective, up-to-date training possible. To that end, the National US&R Response System has developed this Strategic Training Plan (STP). The STP explains the National US&R's training vision and mission, and identifies its training goals for fiscal years 2011 through 2015.

Background

The National US&R Response System has taken great care to ensure that this STP supports both the FEMA Strategic Plan (Fiscal Years 2008 – 2013), the FEMA Response Directorate Strategic Plan FY10 Final Draft, and the National US&R Response System Strategic Plan (Draft #6). It fully supports the System objectives as articulated in its Strategic Plan, as well as other objectives such as those relating to leadership, preparedness exercises and partnerships. The National US&R Response System is based on a number of foundational documents which provide statutory, regulatory and executive guidance such as the Homeland Security Act of 2002 as amended, PL 107-296, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, PL93-288, and the Code of Federal Regulations, 44 CFR 208. It conducts all-hazard response operations using the National Response Framework (NRF) and the National Incident Management System (NIMS).

The National US&R Response System relies on a number of functional work groups comprised of subject matter experts who provided advice on US&R procedures, training and equipment. The initial outline of mission, vision, goals, objectives and performance measures in this STP was the work product of one of these work groups, the Training Work Group (TWG). From that outline, the STP was drafted. The STP in its final form is the product of the National US&R Response System Task Forces. Adhering to its tradition of collaboration and consensus-building, drafts were vetted by Task Force Program Managers and Leaders, Work Groups, and Task Force members. This cooperative effort results in a sense of ownership that is imperative for achieving the goals and objectives.

Training Vision

Set the standard of excellence for training and education in the specialized SAR field.



The National US&R Response System Task Forces are recognized for their high level of excellence in US&R training and services. Quality, mission-driven training enables Task Force members to provide a high standard of services to people in time of need. For that reason, National US&R Response System training programs must be no less than the finest, most comprehensive SAR training programs available in the world and set the standard for all other SAR organizations to meet.

Training Mission

Improve workforce performance, enabling the National US&R Response System to achieve excellence in executing its mission.

The National US&R Response System achieves its training mission to improve workforce performance through the TWG, and subject matter experts on functional Work Groups. The Work Groups develop and establish standards to ensure Task Force members have the knowledge, skills and abilities (KSAs) needed to do their jobs safely and successfully, and excel in the hazardous and dynamic SAR environment. Interaction among the National US&R Response System Work Groups and cooperation



with external SAR partners helps achieve the training goals explained in this STP. The STP is further implemented by a Training Program Administration Manual (TPAM) written by the TWG, which provides a standardized method to administer and manage the training program throughout the Task Forces. Through this collaboration, training created by the National US&R Response System fosters a well-coordinated, system-wide approach to all-hazard threats that may impact the nation's citizens.

Strategic Training Goals

The STP is organized around goals that address these six areas:

- **Curriculum Management** – A curriculum management process for course development, delivery and maintenance;
- **Learning Management System** – An integrated system to plan, deliver, and manage learning events across the National US&R Response System;
- **Quality Assurance** – A process to assure effectiveness of instructors, course materials and delivery, and training readiness evaluation;
- **Training Exercises** – A standardized process to develop and conduct performance-based training exercises;
- **Training Partnerships** – Cooperative training relationships with the Department of Defense (DOD) and other SAR partner organizations; and
- **Leadership Training** – A program for training task force members who serve in leadership roles in the National US&R Response System.

For each goal, the STP defines objectives that will enable the National US&R Response System to meet the goal, strategies for achieving each objective, and performance measures that determine achievement of the objective.

Goal 1 Curriculum Management

Implement a curriculum management process for course development, maintenance and delivery.

Curriculum management is vital for ensuring that course offerings are current, relevant and complete. It is an ongoing process based on the US&R concept of operations (doctrine). It is provided in several forums: at a national level by FEMA; locally by Task Forces; or equivalent training by non-US&R activities. Periodic regular reviews and revision cycles keep courses up-to-date and help establish training priorities by identifying training gaps, changes in operations concepts, emerging trends, and appropriate performance technologies.



Objective 1.1

Assess existing National US&R Response System training courses to ensure that they meet current and projected training needs and are consistent with the System's training mission.

Strategies 1.1

Strategy 1.1.1 – US&R Work Groups review their respective US&R Position Descriptions (PDs) to ensure curricula exist for required and recommended training needs, and report any gaps between their training needs and current course offerings to the TWG.

Strategy 1.1.2 – US&R Work Groups develop and review their Position Task Books (PTBs) to ensure they comprehensively address the Knowledge, Skills and Abilities (KSAs) associated with their PDs.

Strategy 1.1.3 – US&R Work Groups identify courses outside the National US&R Response System training curriculum (e.g. Government off-the-shelf (GOTS) and commercial off-the-shelf (COTS) and State-sponsored courses) that are determined to be equivalent to FEMA training and meet PD requirements.

Strategy 1.1.4 – The US&R Operations Group reviews the General and Administrative PD which applies to all task force members, to ensure it comprehensively defines required training.

Strategy 1.1.5 – The US&R Program Office in conjunction with the Strategic Group develops an after-action analysis review team to provide consolidated after-action reporting and corrective action for the National US&R Response System.

Strategy 1.1.6 – US&R Work Groups review summaries of post-deployment After Action Reports (AARs) for trends that might indicate a need for new, additional or updated training, and support the US&R after action analysis review team in developing a system to share AARs.

Strategy 1.1.7 – Based on training gaps, existing courses that require revision and subjects that require new courses are identified.

Strategy 1.1.8 – A process for conducting the reviews and assessments (described in Strategies 1.1.1 through 1.1.7) is implemented on a continual basis.

Performance Measures 1.1

Performance Measure 1.1.1.1 – In updating PDs and PTBs, US&R Work groups will submit identified training gaps to the US&R Operations Group and US&R Program Office by 01/01/2011.

Performance Measure 1.1.1.2 – US&R Work Groups will identify outside courses not later than 10/01/2011 and continue this process annually thereafter.

Performance Measure 1.1.1.3 – The General and Administrative PD will be updated by 01/01/2011.

Performance Measure 1.1.1.4 – An AAR team will be established by 07/01/2011.

Performance Measure 1.1.1.5 – The US&R Program Office will write a training gap analysis encompassing information in the revised PDs, AARs, course critiques, and annual self evaluations and US&R Operational Readiness Evaluations (ORE) by 01/01/2011, and annually thereafter.

Performance Measure 1.1.1.6 – Based on the gap analysis, by 07/01/2011, the US&R Strategic Group in conjunction with the US&R Program Office will submit a plan that:

- Identifies courses that should be revised or developed;
- Establishes priorities for course revision and development; and
- Proposes a schedule for completing course revisions, development and, as necessary, procurement funds for US&R equivalent off-the shelf courses outside the National US&R Response System.

Performance Measure 1.1.1.7 – A triennial process will be in place governing the periodic review and assessment of training requirements vs. course offerings as described in the strategies above no later than 01/01/2012.

Objective 1.2

Update the National US&R Response System training curriculum to meet current and projected training needs as identified by the strategies and performance measures supporting objective 1.1.

Strategies 1.2

Strategy 1.2.1 – Revise existing courses that require corrections and updates in accordance with the schedule proposed in the completion of objective 1.1, as approved by the Ops Group, Work Groups, and Program Office.

Strategy 1.2.2 – Develop new courses in accordance with the schedule proposed in the completion of objective 1.1, as approved by the Ops Group, Work Groups, and Program Office.

Strategy 1.2.3 – As necessary, budget for and procure GOTS/COTS training or training developed by State agencies, partner organizations, etc.

Performance Measure 1.2

Performance Measure 1.2.1.1 – Based on new, revised and expanded training, an up-to-date curriculum that meets currently identified training requirements will be completed once every three years beginning 01/01/2011.

Objective 1.3

Adopt alternative training delivery methods that can improve training effectiveness and efficiency.

Strategies 1.3

Strategy 1.3.1 – Evaluate current courses to determine if they meet the Knowledge, Skills and Abilities (KSAs) in PDs, deliver training courses when and where they are needed, and are cost effective. Direct work groups to evaluate the delivery methods of National US&R Response System training courses covering their subject matters and suggest alternative delivery methods of individual courses or course modules where possible, (e.g., web- or computer-based training, self-study, on-the-job training (OJT), job aids, train-the-trainer, mentor/protégé relationships).



Strategy 1.3.2 – Ensure new course development considers all possible delivery methods and uses the most practical method or combination of methods during design and implementation.

Strategy 1.3.3 – Identify existing training courses best delivered at the Task Force level, and those best delivered nationally (See related strategy 3.2.1) to determine sufficient training opportunities, and cost-effectiveness (including quality assurance).

Strategy 1.3.4 – Develop and maintain an activity calendar showing the time and location of all National US&R Response System Sanctioned training hosted by a Task Force, and FEMA equivalent training hosted by a non-FEMA agency.

Performance Measures 1.3

Performance Measure 1.3.1.1 – US&R Work Groups will submit suggestions for alternative training delivery methods (e.g. to what extent each course can be split into internet-based distance learning and certification as a prerequisite for on-site skills and techniques training) to the TWG no later than 07/01/2011.

Performance Measure 1.3.1.2 – The TWG will compile the Work Groups' suggestions for course delivery methods, establish priorities for implementation, and submit recommendations to the US&R Ops Group, US&R Strategic Group, and US&R Program Office no later than 01/01/2012.

Performance Measure 1.3.1.3 – The US&R Program Office in conjunction with the US&R Strategic Group will conduct an analysis of classes conducted nationally and at task force level to determine the optimum efficiency and effectiveness (opportunities, cost, and quality assurance) not later than 04/01/2011.

Performance Measure 1.3.1.4 – The US&R Program Office will disseminate monthly an activity calendar showing FEMA-sanctioned and equivalent training courses not later than 01/01/2011. The US&R Program Office will ultimately place this calendar to be accessible on HSIN not later than 10/01/2011.

Objective 1.4

Establish continuing education (CE) requirements that ensure the readiness and proficiency of National US&R Response System members.

Strategies 1.4

Strategy 1.4.1 – Direct Work Groups to submit CE requirements, including annual refresher or recurring training (and their delivery methods) for all PDs in the National US&R Response System.

Strategy 1.4.2 – Use a learning management record system to track CE requirements for each PD and track members' completion of CE credits as they fulfill CE requirements. (See related Strategy 2.1.5).

Performance Measures 1.4

Performance Measure 1.4.1.1 – Work Groups will submit to the TWG CE requirements and suggestions for administering CE requirements (e.g. inclusion in updated PDs) no later than 07/01/2011.

Performance Measure 1.4.1.2 – The TWG will compile the Work Groups' suggestions, make recommendations and submit a report to the US&R Ops Group, US&R Strategic Group, and US&R Program Office no later than 01/01/2012.

Performance Measure 1.4.1.3 – The US&R Program Office will issue a Program Directive incorporating CE requirements no later 07/01/2012.

Goal 2 Learning Management System

Implement a learning management system for the National US&R System, which includes program administration, course content, on-line collaboration, and maintenance of training resources and records.

A Learning Management System (LMS) is an integrated methodology to plan, deliver and manage learning events. Learning management systems potentially have a wide number of applications for the National US&R Response System including automated, centralized records administration, member use of self-services and on-line collaboration, and assembling and delivering learning content.

Objective 2.1

Determine planning requirements for a comprehensive and dynamic US&R learning management system.

Strategies 2.1

Strategy 2.1.1 – Identify program administration requirements including calendars, course delivery schedules, course locations, registration procedures, course prerequisites, attendance records, coursework grading, progress tracking, course critiques, instructor evaluation data, and certificates of completion.

Strategy 2.1.2 – Identify course content and delivery method for US&R national training courses (web-based, blended, classroom), and maintain a library of related courses and continuing education training.

Strategy 2.1.3 – Identify on-line collaboration opportunities including user accounts, self-services, pre-course prerequisites, student interaction, and peer reviews and discussions.

Strategy 2.1.4 – Compile course site resource requirements including instructors, facilities, and equipment

Strategy 2.1.5 – Maintain a central records repository for US&R general and position-specific (required and recommended) training including continuing education. Ensure this record system can be integrated with existing TF training and personnel management record systems, and has an archiving system that allows relevant queries, reports, and analytical tools.

Strategy 2.1.6 – Identify information technology requirements for an off-the shelf system, database, server capability, redundancy, and network requirements.

Performance Measures 2.1

Performance Measure 2.1.1.1 – The US&R Program Office, in conjunction with the US&R Strategic Group, will establish the framework and business needs for a learning management system not later than 04/01/2011.

Performance Measure 2.1.1.2 – The US&R Program Office, in conjunction with the US&R Strategic Group, will perform a survey of the market and make recommendations for using a GOTS/COTS product not later than 07/01/2011

Objective 2.2

Budget for and acquire a learning management system for the National US&R Response System.

Strategies 2.2

Strategy 2.2.1 – Finalize a Specification for the US&R Learning System.

Strategy 2.2.2 – Establish a budget for acquisition and annual maintenance of the US&R Learning System.

Strategy 2.2.3 – Accomplish source selection (including evaluation criteria) and sign a contract/inter-agency agreement for the US&R Learning system.



Strategy 2.2.4 – Establish program milestones for the US&R Learning System culminating with full operational capability of the National US&R Response System including integration of TF records.

Performance Measures 2.2

Performance Measure 2.2.1.1 – Finalize a specification and establish a budget not later than 01/01/2012.

Performance Measure 2.2.1.2 – Sign a contract/Interagency Agreement for a Learning Management system 07/01/2012.

Performance Measure 2.2.1.3 – Establish initial operational capability for the National US&R Response System not later than 01/01/2013

Performance Measure 2.2.1.4 – Establish full operational capability and integration of TF databases no later than 01/01/2014.

Performance Measure 2.2.1.5 – Establish an initial software support contract not later than 01/01/2014 and review, revise and renew annually thereafter.

Goal 3 Quality Assurance

Implement a training program quality assurance process.

Quality assurance standards ensure that all courses, instructors and exercises — whether within the National US&R Response System, out-sourced or provided in partnership with other agencies—meet and maintain a level of excellence through well-documented procedures and protocols. OREs are designed to evaluate a unit's mission preparedness, and should be used as a quality tool to validate members and task force training accomplishments and readiness.

Objective 3.1

Evaluate, assess and improve the application and approval process for National US&R Response System sanctioned and equivalent training.

Strategies 3.1

Strategy 3.1.1 – Direct Work Groups to review and update criteria to ensure adequate sites and facilities, instructors and curricula are being used.

Strategy 3.1.2 – Review the existing process for approval of US&R sanctioned and equivalent training and exercises including development of a standard request form/checklist containing required information.

Performance Measures 3.1

Performance Measure 3.1.1.1 – By 01/01/2011, Work Groups will submit their recommendations for site and facility requirements, instructor and curricula criteria.

Performance Measure 3.1.1.2 – By 04/01/2011, the US&R Program Office will draft a revised process for approval of US&R sanctioned training and exercises and coordinate with the TWG and Operations Group, and issue as necessary a revised Program Directive.

Objective 3.2

Develop a performance evaluation system for National US&R Response System courses and instructors.

Strategies 3.2

Strategy 3.2.1 – Develop and Implement a US&R quality assurance program for auditing courses (whether conducted at national or TF level) by Work Group, TWG members and US&R Program Staff.

Strategy 3.2.2 – Review and revise current instructor lists, and selection criteria including instructor initial application/verification, and continuing education requirements.

Strategy 3.2.3 – Revise the instructor evaluation system including a feedback system.

Performance Measures 3.2

Performance Measure 3.2.1.1 – The US&R Program Office in conjunction with the Operations Group and TWG will develop a US&R course quality audit program by 07/01/2011.

Performance Measure 3.2.1.2 – By 07/01/2011 the TWG will develop a process for updating instructor lists and selection criteria. This will be completed by 07/01/2012.

Performance Measure 3.2.1.3 – By 07/01/2011 the US&R Program Office in conjunction with the training contractor will assess methods to improve instructor evaluation and feedback to the TWG and cognizant functional Work Group. An instructor evaluation system will be incorporated in the Learning Management System not later than 01/01/2014 (See related Performance Measure 2.2.1.4).

Objective 3.3

Refine the existing process for conducting OREs to change the emphasis for members and task forces from validating training attendance to emphasizing training performance.

Strategies 3.3

Strategy 3.3.1 – Assess the ORE system used from 2007-2010, and revise as necessary to make it more relevant and performance-based.

Strategy 3.3.2 – Integrate exercises into the revised ORE process (See Strategy 4.1.4 below).

Strategy 3.3.3 – Conduct prototype OREs to validate the revised process.

Strategy 3.3.4 – Fully implement a revised ORE process for evaluating all task forces on a three-four year cycle.

Performance Measures 3.3

Performance Measure 3.3.1.1 – The US&R Program Office in conjunction with the US&R Strategic Advisory Group will complete a revised ORE assessment not later than 04/01/2011.

Performance Measure 3.3.1.2 – The US&R Program Office should complete prototype OREs with integration of exercises not later than 10/01/2011.

Performance Measure 3.3.1.3 – The US&R Program Office should begin TF evaluations on a revised three-four year ORE cycle not later than 01/01/2012.

Goal 4 Training Exercises

Develop a standardized process for developing and conducting performance-based training exercises.

SAR is a discipline that requires hands-on training. Conducting exercises allows individuals and teams to rehearse and demonstrate capabilities. Standardized exercises using HSEEP guidelines help ensure that training is performance-based, and meets the quality assurance standards established by Goal 3. However, the number and level of exercises conducted by the National US&R Response System must be accomplished within existing budget constraints. The management of incidents and control of task forces is based on preparedness training for US&R Incident Support Teams, to achieve required proficiency through training and exercises.

Objective 4.1

Assess the type and frequency of training exercises conducted at the national, regional and Task Force levels, and foster opportunities for increased participation of the National US&R Response System.



Strategies 4.1

Strategy 4.1.1 – Seek to obtain additional/supplementary funding from Federal sources to conduct exercises at all levels.

Strategy 4.1.2 – Identify opportunities for US&R task forces and ISTs to participate in national exercises (e.g. TOPOFF, annual national level exercises)

Strategy 4.1.3 – Identify opportunities for US&R Task Forces and ISTs to participate in joint exercises with DOD units (Vigilant Shield/Guard, Ardent Sentry), see Goal 5.

Strategy 4.1.4 – Continue task force programs to accomplish collaborative mobilization and full-scale exercises with officials and units at local, State and FEMA Regional levels.

Strategy 4.1.5 – Integrate US&R Task Force exercises into OREs (See Strategy 3.3.2).

Performance Measures 4.1

Performance Measure 4.1.1.1 – The US&R Program Office in conjunction with the FEMA Preparedness Branch should advocate and seek funding for US&R exercises not later than 04/01/2011 and annually thereafter.

Performance Measure 4.1.1.2 – The US&R Program Office, DOD and other SAR partners should develop a calendar of potential joint exercises involving field units not later than 07/01/2011, considering budget constraints.

Performance Measure 4.1.1.3 – Task Forces should incorporate plans for collaborative mobilization and exercises at a local level not later 07/01/2011.

Performance Measure 4.1.1.4 – An ORE exercise plan should be finalized by the US&R Program Office in conjunction with the US&R Strategic Group not later than 10/01/2011.

Objective 4.2

Integrate HSEEP guidelines into National US&R Response System exercises and evaluations.

Strategies 4.2

Strategy 4.2.1 – Integration of HSEEP guidelines into the National US&R Response System using a phased implementation plan and timeline.

Strategy 4.2.2 – Train and educate Task Force members on the HSEEP model through train-the-trainer and distance learning activities.

Performance Measures 4.2

Performance Measure 4.2.1.1 – Convene an Ad Hoc Work Group of National US&R Response System members to draft a US&R HSEEP implementation plan not later 04/01/2011.

Performance Measure 4.2.1.2 – Submit a recommendation and implementation plan to the Operations Group and US&R Program Office no later than 07/01/2011.

Performance Measure 4.2.1.3 – Task Force training managers complete three on-line independent study courses by 04/01/2011: IS120-A (Introduction to Exercises), IS130 (Exercise Evaluation and Improvement Planning), and IS-139 (Exercise Design).

Performance Measure 4.2.1.4 – Task Force training managers complete the L/E - 146 HSEEP Program by 07/01/2012.

Performance Measure 4.2.1.5 – By 01/01/2013 the National US&R Response System will have in-place an HSEEP program for OREs and exercises, consistent with State, local and task force operational partners, consistent with the NRF to execute National Planning Scenarios.

Goal 5 Training Partnerships

Continue to build cooperative relationships with DOD and other SAR partner organizations.

Building partnerships will allow all National Response Framework (NRF) Emergency Support Function (ESF) #9 (SAR) partners to take full advantage of shared goals and aligned capabilities, mutual training opportunities, collaboration outside their organizations, and stretched training dollars. Currently, ESF-9 Primary Agency partners include:

- U.S. Coast Guard;
- Department of Interior (National Park Service); and
- Department of Defense (U.S. Northern Command).

In addition the Department of Defense (DOD) has assumed significant search and extraction roles relating to incidents involving terrorism, particularly incidents involving chemical, biological, radiological, nuclear or explosive elements.

Objective 5.1

Establish relationships with Federal ESF #9 Primary Agencies to ensure coordinated planning and interaction, consistency in training and exercises, maximize training opportunities, and minimize duplication of effort.

Strategies 5.1

Strategy 5.1.1 – Coordinate joint training activities (e.g., planning, development, implementation, and participation) with SAR partners.

Strategy 5.1.2 – Survey courses delivered by SAR organizations to evaluate feasibility of substituting them for National US&R Response System mandatory courses.

Strategy 5.1.3 – Build a network of existing Federal, State, and local resources to strengthen and improve SAR doctrine, training, exercises, and on-scene coordination during deployment.

Performance Measures 5.1

Performance Measure 5.1.1.1 – Task Forces will actively collaborate with State and local SAR partners and develop collaborative training activities by 01/01/2011.

Performance Measure 5.1.1.2 – Not later than 07/01/2011 a survey will be accomplished of ESF-9 Partner Agencies SAR training for possible substitution for US&R training.

Performance Measure 5.1.1.3 – US&R Program Office will actively collaborate with ESF #9 partners and develop collaborative doctrine and training activities by 01/01/2012.

Performance Measure 5.1.1.4 – By 01/01/2012 the US&R Program Office will have an on-going meeting program with ESF #9 partners to discuss issues related to training and exercises, including annual conferences if budget permits



Objective 5.2

Establish relationships with DOD to ensure consistency in SAR training and exercises, maximize training opportunities, and minimize duplicate effort. DOD has several major commands involved in component exercises:

- U.S. Northern Command (NORTHCOM) – Vigilant Shield;
- National Guard Bureau (NGB) – Vigilant Guard; and
- North American Aerospace Defense Command (NORAD) – Ardent Sentry.

In addition NORTHCOM and the U.S. Transportation Command (TRANSCOM) support US&R training and exercises related to air deployments.

Strategies 5.2

Strategy 5.2.1 – Coordinate local SAR joint training activities (e.g., planning, development, implementation, and participation) with a variety of DOD components:

- Weapons of Mass Destruction-Civil Support Teams (WMD CST);
- Chemical-Biological-Radiological-Nuclear-Explosive Enhanced Response Force Packages (CERFP);
- Chemical Biological Incident Response Forces (CBIRF); and
- Homeland Response Forces (HRF).

Strategy 5.2.2 – Coordinate with DOD on use of augmentation forces in SAR operations and developing of supporting doctrine, and training material.



Strategy 5.2.3 – Coordinate with DOD on training relating to air transport deployment of US&R teams and equipment (e.g. multimodal transportation, load planning).

Strategy 5.2.4 – Survey courses delivered by DOD organizations to evaluate feasibility of substituting them for National US&R mandatory courses.

Performance Measures 5.2

Performance Measure 5.2.1.1 – In conjunction with DOD's NGB and NORTHCOM, not later than 04/01/2011 the FEMA US&R Program Office will have a draft annual SAR national exercise plan covering DOD-US&R units.

Performance Measure 5.2.1.2 – Implementation of the FEMA-DOD SAR exercise plan will begin not later 10/01/2011, taking into account budgetary constraints and cooperative agreement funding, and continue on an annual basis thereafter.

Performance Measure 5.2.1.3 – Implementation of a program involving use of DOD SAR augmentation not later than 07/01/2011.

Performance Measure 5.2.1.4 – Not later than 10/01/2010 the US&R Program Office will continue on-going coordination and exercises of teams and equipment with NORTHCOM, TRANSCOM and other DOD units, and revise the US&R air transport training curriculum as required.

Performance Measure 5.2.1.5 – Not later than 01/01/2012 a survey will be accomplished by the US&R Program Office in conjunction with the Operations Group and Training Work Group of DOD SAR training for possible substitution for US&R training.

Goal 6 Leadership Training

Develop and implement a training program for Task Force members who serve in National US&R Response System leadership roles.

The National US&R Response System depends on members in task forces to perform in a number of leadership roles, during incidents as well as in day-to day operations. These roles include members of Incident Support Teams (IST) who provide command and control of task forces during incidents, as well as instructor cadres who teach US&R national and local training. Other members perform vital national roles as peers on OREs or members of Operations Work Groups. Having a leadership training program will ensure that the System maintains a continuous pipeline of high-quality, well-trained members ready to serve in a wide variety of leadership roles.

Objective 6.1

Provide a Leadership Training Program for US&R IST members.

Strategies 6.1

Strategy 6.1.1 – Assess and improve the current system for recruiting and selecting IST applicants, including prerequisite training and tenure.

Strategy 6.1.2 – Develop and implement National US&R Response System PTB policy and specific PTBs for identified US&R primary and alternate IST Positions.

Strategy 6.1.3 – Develop policies and procedures for local TF mentoring of inexperienced IST members prior to deployments, including participation in TF exercises in IST roles.

Strategy 6.1.4 – Develop a program for deploying, mentoring and training inexperienced IST members at actual incidents.

Performance Measures 6.1

Performance Measure 6.1.1.1 – Not later than 07/01/2011 the IST Work Group will assess the current system for recruiting IST candidates and recommend improvements. These recommendations will be reviewed by the Operations Group and US&R Program Office and implemented by 01/01/2012

Performance Measure 6.1.1.2 – Not later than 04/01/2011 the IST Work Group will develop National US&R Response System PTB policy and PTBs for all IST Positions. This policy will be approved by the Operations Group, the US&R Strategic Group and the US&R Program Office and implemented by 07/01/2011.

Performance Measure 6.1.1.3 – Not later than 04/01/2011 the IST Work Group will develop a recommended policy for TF mentoring of newly selected IST members. Finalized policy will be approved by the Operations Group, the US&R Strategic Group and the US&R Program Office and implemented by 10/01/2011.

Performance Measure 6.1.1.4 – Not later than 04/01/2011 an interim procedure for mentoring deployed IST members will be implemented. A final policy will be approved by the Operations Group, the US&R Strategic Group and the US&R Program Office and implemented by 01/01/2012.

Performance Measure 6.1.1.5 – Not later than 01/01/2013 a comprehensive Program Directive will be issued on updated IST training, exercises and mentoring.

Objective 6.2

Provide a training program for National US&R Response System Instructor cadre members.

Strategies 6.2

Strategy 6.2.1 – Assess and recommend improvements to the current system for recruiting and selecting functional instructors, including prerequisite training.

Strategy 6.2.2 – Assess and recommend improvements to the current system of continuing education training for instructors.

Performance Measure 6.2

Performance Measure 6.2.1.1 – Not later than 01/01/2012 the TWG will assess the current system for recruiting instructors, continuing education requirements and recommend improvements. These recommendations will be reviewed by the Operations Group, the US&R Strategic Group and US&R Program Office and implemented by 07/01/2012.

Objective 6.3

Provide a leadership development program for National US&R Response System task force personnel.

Strategies 6.3

Strategy 6.3.1 – Assess and recommend improvements to the current system for identifying the prerequisites and training required for leadership positions within a task force.

Strategy 6.3.2 – Assess and recommend improvements to the current system for training National US&R Response System task force Program Managers.

Performance Measures 6.3

Performance Measure 6.3.1.1 – Not later than 01/01/2012 the TWG in conjunction with the Command and General Staff Work Group (C&GSWG) will assess the current system used by task forces for identifying the prerequisites and training required for leadership positions within a task force and recommend improvements. These recommendations will be reviewed by the Operations Group, the US&R Strategic Group and US&R Program Office and implemented by 07/01/2012.

Performance Measure 6.3.2.1 – Not later than 01/01/2012 the TWG in conjunction with the C&GSWG will assess the current training curriculum for Program Managers and recommend improvements. These recommendations will be reviewed by the Operations Group, the US&R Strategic Group and US&R Program Office and implemented by 07/01/2012.

National US&R Strategic Training Plan – Goal 1 Timeline

Goal 1: Implement a curriculum management system for course development, maintenance and delivery																			
Objective	Performance Measure	CY10			CY11			CY12			CY13			CY14					
1.1 Assess existing National US&R training courses	Work Groups submit identified training gaps to the Ops Group and PO				1/1														
	Work Groups identify outside courses and continue process annually thereafter							10/1											
	General and Administrative description updated				1/1														
	PO writes training gap analysis and annually thereafter					4/1													
	PO establishes After Action Analysis Team						7/1												
	Based on analysis, PO submits plan that identifies courses for revision or need developed, established priorities, and proposes schedule						7/1												
	Triennial process in place governing periodic review and assessment of training requirements vs. course offerings								1/1										
1.2 Update National US&R training curriculum per objective 1.1	Update training curriculum once every three years				1/1														
1.3 Adopt alternative training delivery methods	TWG tasks work groups to submit suggestions for alternative delivery methods						7/1												
	TWG submits recommendations for course delivery and an implementation plan to Ops Group and PO								1/1										
	PO in conjunction with Strategic Group conducts analysis of classes nationally and at TF level					4/1													
	PO to disseminate monthly activity calendar (2010) and will ultimately place accessible calendar on HSIN (2011)				1/1			10/1											
1.4 Establish CE requirements	Work groups submit CE requirements and suggestions for administering to TWG						7/1												
	TWG to submit report to Ops group and PO								1/1										
	PO will issue a program directive incorporating CE requirements									7/1									

National US&R Strategic Training Plan – Goal 2 Timeline

Goal 2: Implement a means of maintaining and managing training records across the National US&R system																					
Objective	Performance Measure	CY10				CY11				CY12				CY13				CY14			
2.1 Determine planning requirements for learning management system	PO in conjunction with Strategic Group establishes framework and business needs for LMS						4/1														
	PO in conjunction with Strategic Group performs survey and makes recommendations for GOTS/COTS products							7/1													
2.2 Budget for and acquire LMS	Finalize a specification and establish budget										1/1										
	Sign contract/IA for LMS											7/1									
	Establish initial operational capacity for US&R system														1/1						
	Establish full operational capability and integration of TF databases																		1/1		
	Establish initial software support contract																		1/1		

National US&R Strategic Training Plan – Goal 3 Timeline

Goal 3: Implement a training program quality assurance process																		
Objective	Performance Measure	CY10			CY11			CY12			CY13			CY14				
3.1 Improve application and approval process for US&R-sanctioned and equivalent training	TWG task work groups to submit recommendations for site/facility, instructor and curricula criteria				1/1													
	PO drafts revised process for approval of sanctioned training and exercises and issue as necessary a revised PD					4/1												
3.2 Develop a performance evaluation system for National US&R Response System courses and instructors	PO in conjunction with Ops group and TWG will develop course quality audit program						7/1											
	TWG develops process to update instructor lists and selection criteria and completes program						7/1 start			7/1 end								
	PO in conjunction with the training contractor will assess interim methods to improve instructor evaluation (2011). Final eval system incorporated in LMS (2014)							7/1									1/1	
3.3 Refine existing ORE process to change emphasis to training performance	Complete revised ORE assessment					4/1												
	Complete prototype OREs with integration of exercises							10/1										
	Begin TF evaluations on revised 3-4 year ORE cycle								1/1									

National US&R Strategic Training Plan – Goal 4 Timeline

Goal 4: Develop a standardized process for developing and conducting training exercises																			
Objective	Performance Measure	CY10				CY11				CY12				CY13				CY14	
4.1 Assess the National US&R Response System for type and frequency of training exercises conducted at the national, regional and TF levels	PO and DOD develop a calendar of potential joint exercises							7/1											
	Task Forces incorporate plans for collaborative mobilization and exercises at local level							7/1											
	ORE exercise plan should be finalized by the PO in conjunction with Strategic Group								10/1										
	PO in conjunction with FEMA Preparedness Branch advocate and seek funding for exercises						4/1												
4.2 Develop and implement a means to integrate HSEEP guidelines into the National US&R Response System	Convene an ad hoc group of US&R members to draft HSEEP implementation plan						4/1												
	Submit recommendation and implementation plan to Ops Group and PO							7/1											
	TF training managers complete 3 online independent study courses						4/1												
	TF training managers complete L/E -146 HSEEP program										7/1								
	National US&R will have in place an HSPEEP program for OREs and exercises												1/1						
4.3 Upgrade Training and Readiness Evaluation for Incident Support Team members	Develop US&R PTB policy and PTBs for all IST positions						4/1												
	Develop policy for TF mentoring of inexperienced IST members						4/1												
	Develop policy for mentoring deployed IST members						4/1												
	Issue Program Directive on updated IST training, exercises and mentoring							7/1											

National US&R Strategic Training Plan – Goal 5 Timeline

Goal 5: Continue to build cooperative relationships with other SAR partner organizations.																
Objective	Performance Measure	CY10			CY11			CY12			CY13			CY14		
5.1 Continue to establish relationships with response partners to ensure consistency in training and exercises, maximize training opportunities, and minimize duplication of effort.	Task Forces will actively collaborate with ESF #9 partners in training activities and develop collaborative training activities				1/1											
	PO will actively collaborate with ESF #9 and develop collaborative doctrine and training activities							1/1								
	Survey to be accomplished of ESF#9 partner agencies SAR training for possible substitution for US&R						7/1									
	PO will have on-going meeting program with ESF #9 partners to discuss issues related to training and exercises, including annual conferences if budget permits							1/1								
5.2 Establish relationships with DOD consistency in training and exercises, maximize training opportunities, and minimize duplication of effort.	PO in conjunction with DOD's NGB and NORTHCOM will have a draft annual SAR national exercise plan covering DOD-US&R units				4/1											
	Implementation of SAR plan exercise will begin taking into account budgetary constraints and cooperative agreement funding , and continue on annual basis thereafter						10/1									
	Implementation of a program involving use of DOD augmentees					7/1										
	PO will continue on-going coordination and exercises of teams and equipment with NORTHCOM, TRANSCOM, and other DOD units, and revise US&R air transport training as required						10/1									
	Survey will be accomplished of DOD SAR training for possible substitution							1/1								

National US&R Strategic Training Plan – Goal 6 Timeline

Goal 6: Develop and implement a training program for Task Force members who serve in National US&R Response System leadership roles.																					
Objective	Performance Measure	CY10				CY11				CY12				CY13				CY14			
6.1 Provide a leadership training program for IST members	IST will assess system for IST recruiting and recommend improvements. Ops Group and Program Office review and implement							7/1		1/1											
	Implement Position Task Books for all IST positions						4/1														
	Develop policies/procedures for TF mentoring of new IST members						4/1		10/1												
	Develop policies/procedures for mentoring deployed new IST members						4/1			1/1											
	Program Directive issued for IST training, exercises and mentoring													1/1							
6.2 Provide Training to Instructor cadre members	TWG assess current system to recruit and select instructors									1/1		7/1									
	TWG assess improvements to continuing education for instructors									1/1		7/1									
6.3 Provide a leadership development program for TF personnel	TWG and C&GS assess improvements to current system									1/1											
	TWG and C&GS assess PM training curriculum and recommend improvements									1/1											

Abbreviations and Acronyms

AAR	After Action Report
CBIRF	Chemical, Biological Incident Response Force
CBRNE	Chemical-Biological-Radiological-Nuclear-Explosive
CE	Continuing Education
CERFP	CBRNE Enhanced Response Force Package
COTS	Commercial Off-the-Shelf
ESF	Emergency Support Function (Search and Rescue)
FEMA	Federal Emergency Management Agency
GOTS	Government Off-the-Shelf
HRF	Homeland Response Force
HSEEP	Homeland Security Exercise and Evaluation Program
IST	Incident Support Team
KSAs	Knowledge, skills and abilities
LMS	Learning Management System
NIMS	National Incident Management System
NGB	National Guard Bureau
NORAD	North American Aerospace Defense Command
NORTHCOM	US Northern Command
NRF	National Response Framework
OJT	On-the-job training
Ops	Operations
ORE	Operational Readiness Evaluations
PD	Position Description
PTB	Position Task Books
SAR	Search and Rescue
STP	Strategic Training Plan
TBD	To be determined
TF	Task Force
TPAM	Training Performance Administration Manual
TWG	Training Work Group
US&R	Urban Search and Rescue
WMD-CST	Weapons of Mass Destruction- Civil Support Teams