U.S. Disaster Training Development and Delivery Workshop

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Department of Urban and Regional Planning

University of Hawaii

Topics

- Introduction

- Background of US government emergency management administration and training policy

- Training course development process

- Training course delivery process

- Review of sample courses

- Challenges and recommendations

Introduction

- University of Hawaii faculty/administrator for 25 years

- Main teaching areas: tourism, education, quantitative research methods

- Current position: Associate Director, Instructional Systems Design and Training Delivery

- Established in 2008

- One of seven members of the National Domestic Preparedness Consortium

- Funded by U.S. Federal Emergency Management Agency (FEMA)

- Currently offer 21 certified courses across the U.S. to approx. 6000 participants.

NDPTC Structure

Information Technology (3)

Course Development and Delivery (14)

Administration (3)

Development Manager

Delivery Manager

Coastal Engineer

Meteorologist

Regional Coordinators

Instructor Coordinator

Instructional Designer

Subject Matter Experts (contract)

Logistics

Instructors (contract)

National Domestic Preparedness Consortium

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National Structure of Training

- Institutional structure of emergency management

- Key agencies and policies

- General concepts of preparedness and resilience

Department of Homeland Security

- Established in 2002
- Reflected need for integrated agency to deal with all threats to US security after 9/11 attacks.
- Represented one of the most significant reorganizations of the US government.
- Includes FEMA (Federal Emergency Management Agency), which was established in 1978.

U.S. Department of Homeland Security
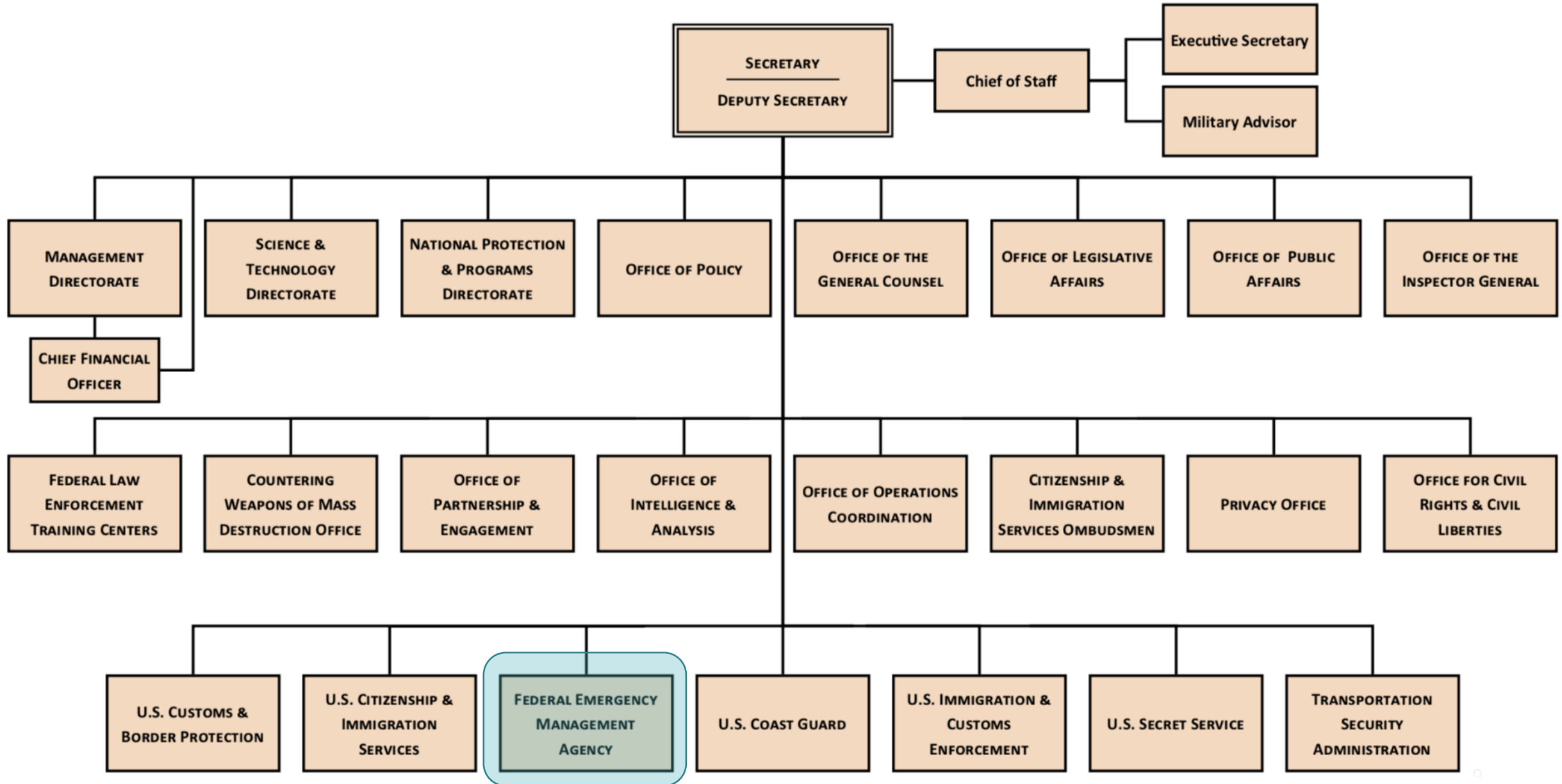
FEMA Strategic Plan 2018-2022

Regional Structure of FEMA

Presidential Policy Directive-8

- PPD-8 was signed on March 30, 2011.

- Calls for inter-agency coordination and involvement of the whole community.

- Provides the structure for achieving preparedness and resilience.

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The ends we wish to achieve	• National Preparedness Goal *(completed)*
The means to achieve it	• National Preparedness System Description *(completed)*
The delivery; how we use what we build	• National Planning Frameworks *(delivered 6/30/2012)* • Federal Interagency Operational Plans *(preparing for concurrence review)*
The reporting of our progress	• Annual National Preparedness Report *(2012 report completed)*
The sustained engagement	• Build and sustain preparedness *(ongoing)*

National Preparedness Goal

"A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk."
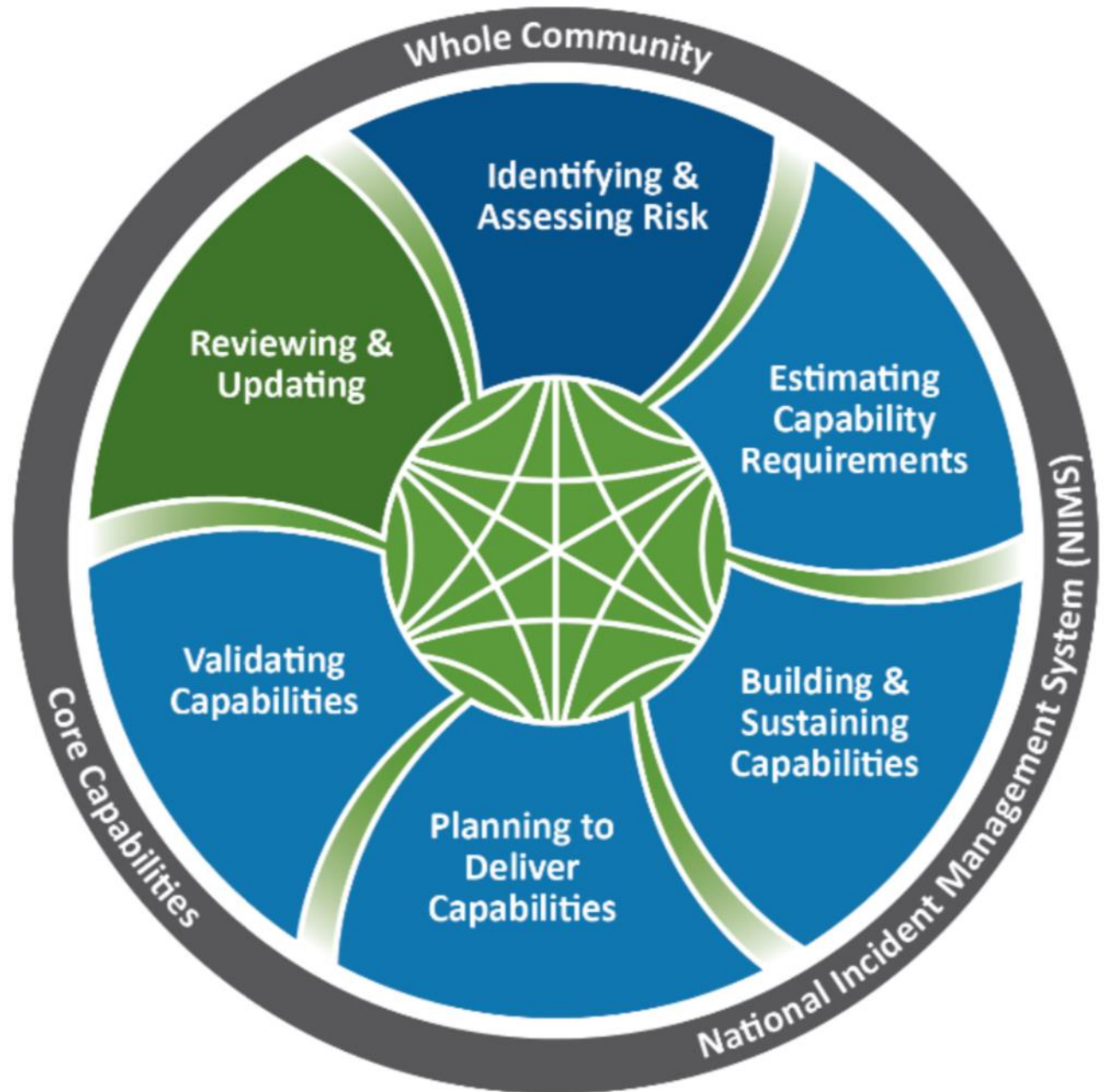
"Whole Community"

- Individuals and families, including those with access and functional needs

- Businesses

- Faith-based and community organizations

- Nonprofit groups

- Schools and academia

- Media outlets

- All levels of government, including state, local, tribal, territorial, and federal partners

Whole Community Operationalized

- Involving people in the development of national preparedness documents.

- Ensuring their roles and responsibilities are reflected in the content of the materials. (Very important for training courses.)

National Planning Frameworks

- The Frameworks describe how the whole community works together to achieve the National Preparedness Goal.

- There is one Framework for each of the five mission areas, Prevention, Protection, Mitigation, Response, and Recovery.

- The intended audience for the Frameworks: individuals, families, communities, the private and nonprofit sectors, faith-based organizations, and local, state, tribal, territorial, insular area, and federal governments.

Core Capabilities

Core Capabilities are organized into five mission areas.

- Prevention
- Protection
- Mitigation
- Response
- Recovery

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazards Identification	Fatality Management Services	Housing
	Cybersecurity		Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities		Mass Care Services	
	Supply Chain Integrity and Security		Mass Search and Rescue Operations	
			On-scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

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National Incident Management System (NIMS)

- Guides all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents.

- Provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System.

National Incident Management System (NIMS)

- Defines operational systems, including the Incident Command System (ICS), Emergency Operations Center (EOC) structures, and Multiagency Coordination Groups (MAC Groups) that guide how personnel work together during incidents.

- Applies to all incidents, from traffic accidents to major disasters.

National Response Framework (NRF)

The NRF establishes a single, comprehensive approach to domestic incident management. The NRF is used to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. It is an all-hazards plan built on the template of the National Incident Management System (NIMS). The NRF provides the structure and mechanisms for national-level policy and operational direction for domestic incident management.

National Preparedness Directorate

The National Preparedness Directorate (NPD) provides the doctrine, programs, and resources to prepare the Nation to prevent, protect, mitigate, respond to and recover from disasters while minimizing the loss of lives, infrastructure, and property.

NPD LEADERSHIP

Alex Amparo,
Assistant Administrator

(vacant),
Deputy Assistant Administrator

Office of the Assistant Administrator

National Integration Center
Dan Alexander, Director

National Training and Education Division
Scott Kelberg, Director (A)

National Exercise Division
Chad Gorman, Director

Technological Hazards Division
Michael Casey, PhD Director

National Preparedness Assessment Division
Leiloni Stainsby, Director (A)

Individual and Community Preparedness Division
Natalie Enclade, PhD, Director

Center for Domestic Preparedness
Tony Russell, Superintendent

Emergency Management Institute
Michael Sharon, Superintendent (A)

effective November 30, 2018

National Training and Education Division (NTED)

Leads the development and delivery of training and education for first responders, emergency managers, and the public through a multi-disciplinary, data-driven learning approach and partnerships with higher education institutions.

National Training and Education System

- Collect and analyze data on training and education requirements and use that analysis to inform decisions on funding, programming, and course design and delivery;

- Promote individual competency areas to build workforce capacity and ensure continual development of education programming;

National Training and Education System

- Use training and education to build and sustain capabilities that address a community or organization's priority threats and hazards; and

- Coordinate and collaborate across the whole community to build "Communities of Practice" that share information and resources to address training and education requirements.

Emergency Management Institute

Mission: To support the Department of Homeland Security and FEMA's goals by improving the competencies of the U.S. officials in Emergency Management at all levels of government to prepare for, protect against, respond to, recover from, and mitigate the potential effects of all types of disasters and emergencies on the American people.

Center for Domestic Preparedness

The Center for Domestic Preparedness provides advanced, all-hazards training to approximately 50,000 emergency responders annually from state, local, tribal, and territorial governments, as well as the federal government, foreign governments, and private entities, as available. The scope of training includes preparedness, protection, and response.

National Domestic Preparedness Consortium

- Established by Congressional Mandate Sept 1998 to address urgent counterterrorism preparedness need

- Reconfirmed in Public Law in 2001

- Shifted to catastrophic all-hazards events

- Re-authorized in Homeland Security Legislation Jan 2007 and expanded membership to seven

The NDPC is a DHS/FEMA training partner providing high-quality training to emergency responders throughout the United States and its territories under DHS/FEMA's Homeland Security National Training Program Cooperative Agreement. Preparedness is a shared, national responsibility requiring our active participation to prepare America to address its threats.

National Domestic Preparedness Consortium

HOME   ABOUT   TRAINING PARTNERS   NEWS & EVENTS   TRAINING   NATIONAL IMPACT   AFFILIATES   CONTACT US

National Disaster Preparedness Training Center
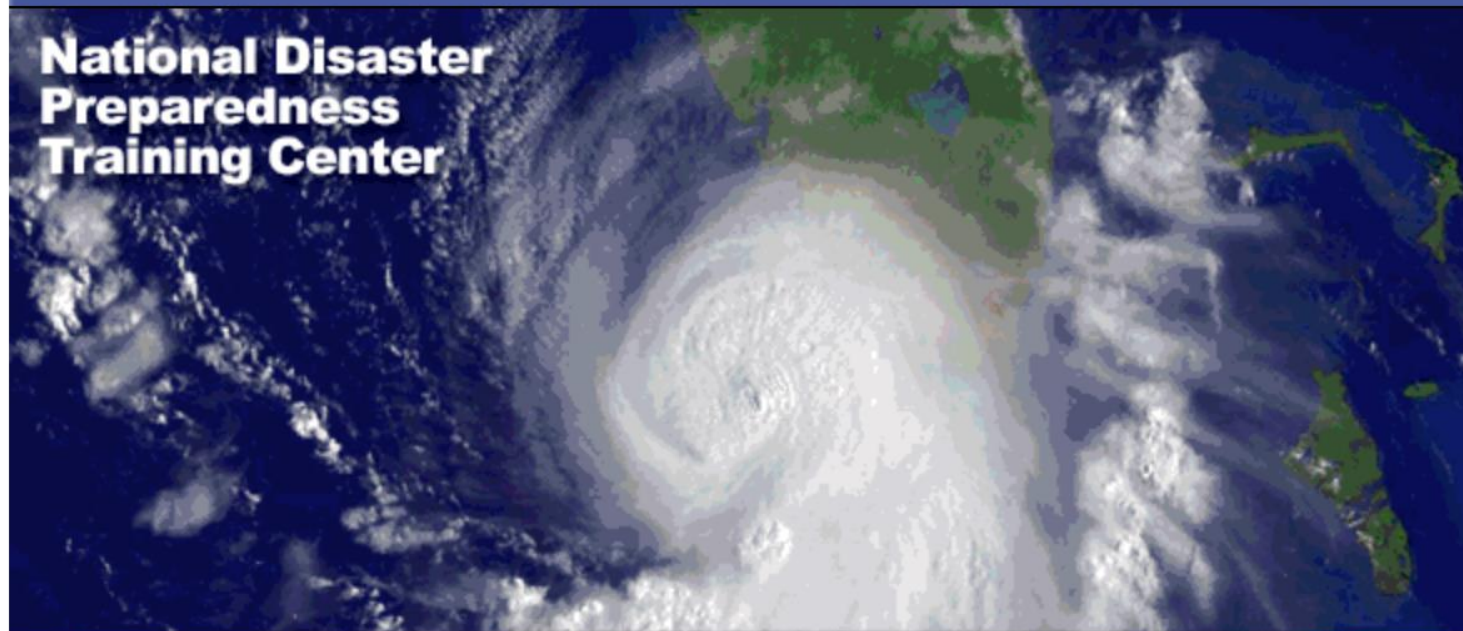
Map of Partners Location

NNSA/CTOS-Center for Rad/Nuc Training (NNSA/CTOS)

Security and Emergency Response Training Center (SERTC)

The Energetic Materials Research and Testing Center (EMRTC)

National Emergency Response and Recovery Training Center (NERRTC)

Louisiana State University-National Center for Biomedical Research and Training/Academy of Counter-Terrorist Education (LSU-NCBRT/ACE)

Center for Domestic Preparedness (CDP)

National Disaster Preparedness Training Center (NDPTC)

NDPC

NATIONAL DOMESTIC PREPAREDNESS CONSORTIUM

Preparing the Nation through Training

Training Development

Disciplines Served by NTED

- Emergency Management Agency (EMA)
- Emergency Medical Services (EMS)
- Fire Service (FS)
- Governmental Administrative (GA)

- Hazardous Materials Personnel (HZ)
- Healthcare (HC)
- Law Enforcement (LE)
- Public Health (PH)
- Public Safety Communications (PSC)
- Public Works (PW)

NTED Course Levels

NTED offers courses at different levels to accommodate different job functions of the first responder community:

- Awareness

- Performance

- Management & Planning

NTED Delivery Modes

- Resident: At the training provider's own facility.

- Mobile: At or near the location of the agency that requests the training.

- Online: This self-paced training is delivered in an asynchronous format via computer and Internet connection.

Importance of Instructional Design

- Instructional design is the primary mechanism that FEMA/NTED uses to ensure consistency and quality among its courses.

- All training providers are required to have an instructional design professional on staff.

- Instructional design also ensures that courses comply with legal requirements, especially related to disability access.

FEMA

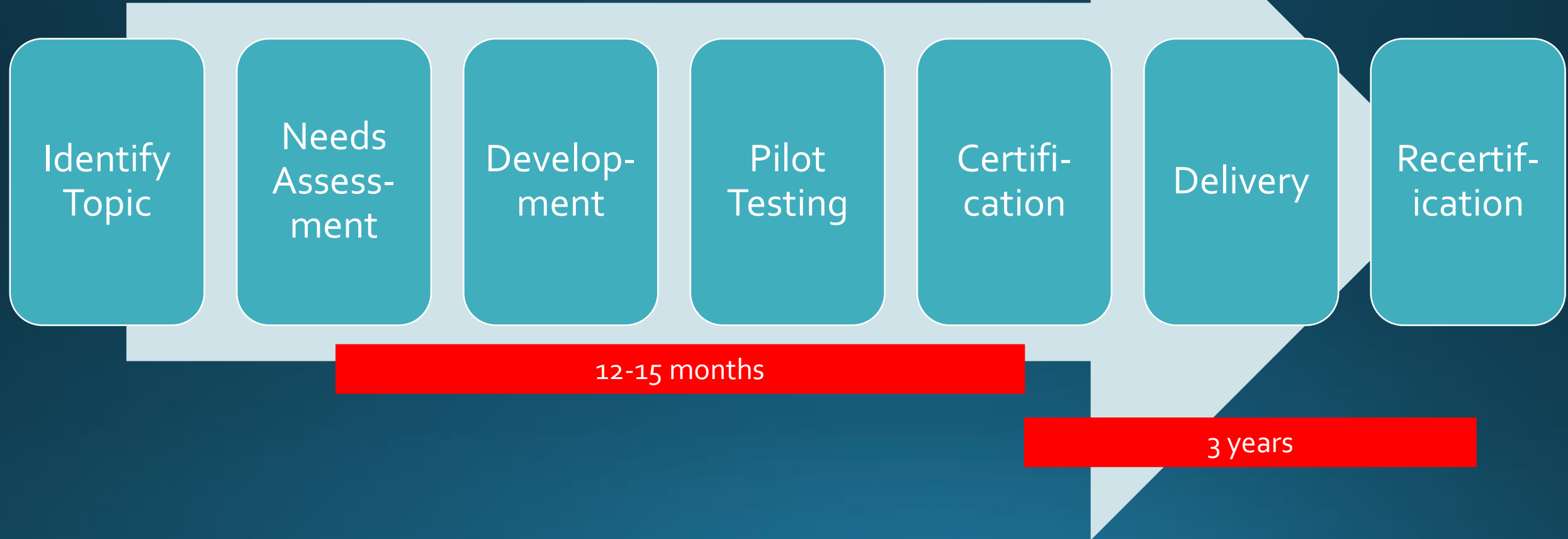Development   Templates   Resources   NTED

Welcome to ADDIE

ADDIE encapsulates the five phases of developing NTED's trainings (Analyze, Design, Develop, Implement and Evaluate). These phases align with the ADDIE instructional Systems Design (ISD) model. The ADDIE ISD model breaks the process into phases to help guide the Instructional Development Team throughout the course development lifecycle. Within each phase, you will find tools and resources to help you complete each phase successfully. Please see the Help tab above for information on getting started.

Please click on the images below to learn more about each phase of ADDIE.

A D D I E

Overall Process

Identify Topic → Needs Assessment → Development → Pilot Testing → Certification → Delivery → Recertification

12-15 months

3 years

FEMA Review Process

Needs Assessment ✓ → Demonstration Pilot → Target Audience Pilot → FEMA Pilot ✓ → SME and Related Agencies Review ✓ → NIMS and 508 Review ✓ → Certification
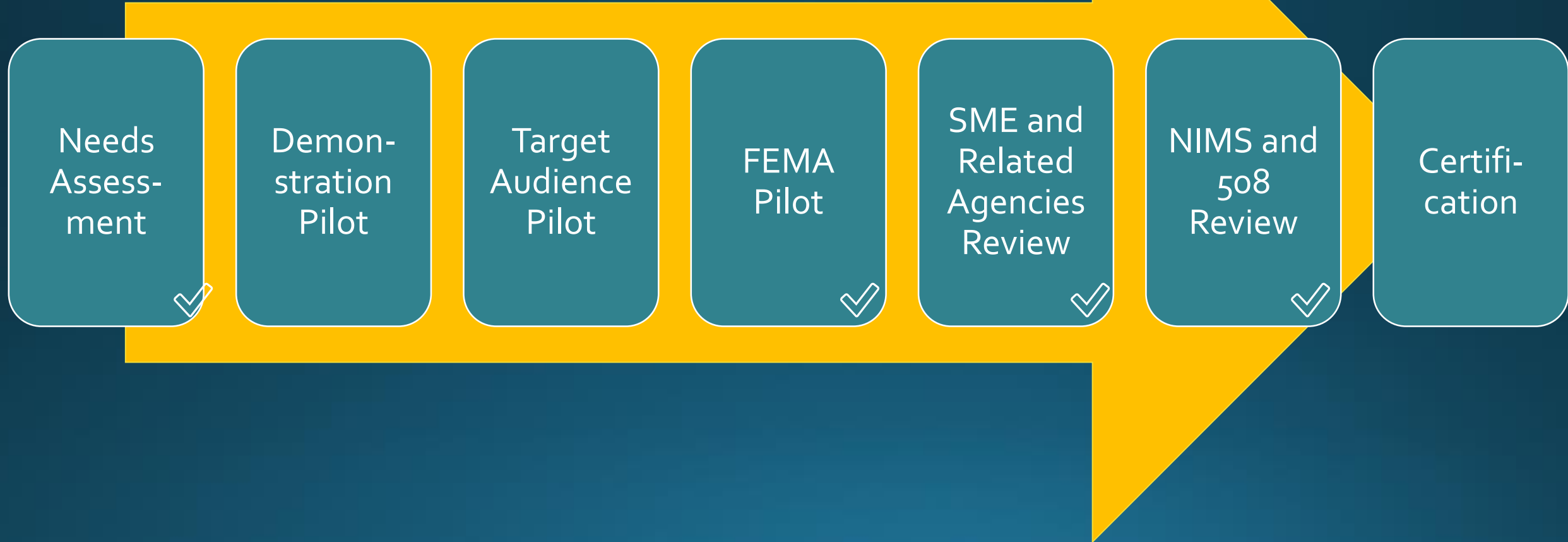
Needs Assessment

- Is the course aligned with core capabilities, etc.?
- Who are the stakeholders and what is their perspective on the course?
- How does the course address current training gaps?
- How are those gaps currently being met?
- Does the course support FEMA's mission?

Appendix A: UTNA Assessment Tool

Activity	Activity Label	Activity Guide
1	**Identify Topic and Reason for Assessment** Before proceeding, conduct a review of completed UTNAs to determine if the topic has been assessed	**Topic:** (e.g. Evacuation for Catastrophic Disasters) ☐ Scheduled/Cyclical Review [When available, include official course number and title.] _____ ☐ Training Evaluation Reports (e.g., Level I, II, III) _____ ☐ New Training requirements and proposals (e.g., guidance from White House, Congress, DHS, THIRA/SPR Analysis, National Preparedness Report or other authority) _____ ☐ Change in Standard(s) to an existing course/program (e.g., National Fire Protection Association) _____ ☐ Incident/Event to Include Exercise Preparation or Operational Lessons Learned results _____ ☐ Agency or Inter-Agency Reports (e.g., Interagency Board [IAB], Training and Exercises Subgroup) _____ ☐ Private Sector Survey/Report _____ ☐ Other, such as Media Report(s) _____

Course Mapping Tool

For inquiries about this product, write to: FEMA-NTES@FEMA.DHS.GOV

Course Title:

Course Description:

Primary Threat Addressed in Course:

Target Audience:

Training Partner:

Course Number:

Delivery Mode:

Contact Hours:

Mapping Tool Version Date: February 9, 2017

Date of Course Creation / Revision:

Time Calculator			
Hours	Minutes	# of ELOs	Time / ELO

Contact Hours Sum Check: 0.00

Course Output Information

Course Level:

Primary DHS Mission Area for this Course: Does Not Map

Primary Core Capability for this Course: Does Not Map

Secondary Core Capabilities for this Course:

ELO #	Module #	Module ELO #	ELO Action Verb	Enabling Learning Objectives (ELO)	Time (hours) 6 min = 0.1 hr	Knowledge (0 - 6 scale)	Skill (0 - 7 scale)	Attitudes (0 - 5 scale)	KSA Total (0 - 18)	ELO Complexity	Core Capability	Mission Area (Hidden)	Misson Area
1	1	1											
2													
3													
4													
5													
6													
7													
8													
9													

Training Delivery

Table View | Calendar View

Print

Course Number	Course Name	Start Date	End Date	City	State	Training Provider
PER-246	Primary Screener Backpack Basic Course	05/17/2018	05/17/2018	Brooklyn	NY	NTS
MGT-458	Building Whole Community Engagement through Local Emergency Planning Committees	05/17/2018	05/17/2018	Spanish Fork	UT	GTRI
MGT-384	Community Preparedness for Cyber Incidents	05/17/2018	05/18/2018	Gresham	OR	TEEX
MGT-418	Readiness: Training Identification and Preparedness Planning	05/17/2018	05/18/2018	Bethpage	NY	LSU
PER-340	Active Threat Integrated Response Course (ATIRC)	05/17/2018	05/19/2018	Union City	NJ	LSU
AWR-325	Site Protection and Document Screening Techniques	05/17/2018	05/17/2018	Brooklyn	NY	LSU
AWR-130-2	Incident Response to Terrorist Bombings - Awareness, Indirect Delivery	05/18/2018	05/18/2018	Madison	WI	NMT
PER-334	Search and Rescue in Community Disasters	05/18/2018	05/19/2018	Guyton	GA	TEEX
AWR-325	Site Protection and Document Screening Techniques	05/18/2018	05/18/2018	Brooklyn	NY	LSU
PER-211	Medical Management of Chemical, Biological,	05/19/2018	05/20/2018	East	CT	TEEX

Training Providers

- ☐ CRD - Center for Rural De
- ☐ FCC - Frederick Communit
- ☐ GTRI - Georgia Tech Rese
- ☐ GWU - George Washington
- ☐ IAFF - International Assoc
- ☐ LSU - Louisiana State Univ
- ☐ NMT - New Mexico Institut
- ☐ NTS - Nevada Test Site
- ☐ TEEX - Texas Engineering
- ☐ TTCI - Transportation Tech
- ☐ UH-NDPTC - University of I Preparedness Training Cen

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Training Method

- ☐ I - Indirect
- ☐ M - Mobile
- ☐ R - Resident
- ☐ W - Web-Based

Training Costs

NTED training partners deliver training no cost to the individual or the individual's jurisdiction or agency. In some circumstances, funds may be used for overtime and backfill costs for those individuals attending NTED courses.

(Sometimes, this poses complications in setting up deliveries.)

Instructors

- The best instructors have both practical experience and expertise in the content.

- This is difficult to find, so we often pair two instructors who have different strengths.

Adult Education

- FEMA emphasizes instructional technique for adult education (not academic).

- Recently, there has been a strong focus on instructor development.

- Instructors for pilot deliveries are carefully evaluated (in addition to the content).

Key Role of SAAs

- Because training is free, FEMA State Administrative Agencies (SAAs) have important responsibilities.

- They also provide feedback on what courses are being requested.

Academic Initiative

- One of our objectives is to integrate training into academic programs.

- We have developed several "POD" (points of delivery) agreements with universities.

Issues and Challenges

Course Development Challenges

- Managing expertise
  - On-staff versus contract-based subject matter experts
  - "Ownership" of the course

- Updating contents
  - Rapidly changing technology (i.e, social media, disaster communications)
  - Rapidly changing regulatory environment (i.e., UAV)

- Meeting FEMA review and design guidelines
  - Section 508 (disability) compliance

Course Delivery Challenges

- Insufficient budget to meet demand

- Logistical demands of nationwide delivery
  - How to maintain consistency of classroom facility?

- Maintaining instructional consistency

- Maintaining instructor excellence

- Meeting diverse participant expectations

- Maintaining no-fee access

General Challenges

- What is the best organizational structure to balance efficiency and creativity in course development?
  - Cannot afford all SMEs on staff, so need generalists in a specific area
- How can we integrate training into academic programs?
- The political context of disasters and training
  - Prioritization of human-caused (vs natural) disasters

Mahalo!

- I hope this information will be helpful to you.
- Please contact me if you have any questions or if I can assist you in any way.
- ruyeno@hawaii.edu