

XXIII. TRAINING

Each Dept Directors are responsible for ensuring their staff receive and maintain proficiency in their disaster response functions. The following training schedule will be used to guide training requirements:

Table 3 – Training Schedule

Training	Audience	Frequency (Date)
Professionalism Training (STOF Code of Conduct and STOF Harassment Training)	All Employees	Required one time within 12 months of appointment to the position unless directed otherwise.
Cultural Awareness	All Employees	Required one time within 12 months of appointment to the position unless directed otherwise.
IS100 – Introduction to Incident Command System (ICS)	Essential entry level personnel with emergency related responsibilities.	Within 6 months of appointment to the position.
IS200 – ICS for Single Resources and Initial Action Incidents	First line supervisors with emergency related responsibilities.	Within 6 months of appointment to the position.
ICS300 – Intermediate Incident Command System for Expanding Incidents	Middle managers with emergency related responsibilities.	Within 12 months of appointment to the position.
ICS400 – Advanced Incident Command System Command & General Staff: Complex Incidents	Individuals tasked with filling Command and General Staff positions.	Within 12 months of appointment to the position.

IS700.a – Introduction to National Incident Management System (NIMS)	Essential employees with emergency related responsibilities.	Within 6 months of appointment to the position.
IS800.b – Introduction to the National Response Framework	Employees who have EOC related responsibilities assigned.	Within 6 months of appointment to the position.
EMERGENCY PLAN Orientation and ICS Refresher (IS-100 and IS-700)	Essential employees with emergency related responsibilities.	Annually or as scheduled by Training Committee
Command/General Staff SOPs	Individuals tasked with filling Command and General Staff positions.	Annually or as scheduled by Training Committee
Disaster Preparedness Orientation	All employees.	Annually or as scheduled by Training Committee
AED (Automated External Defibrillator) CPR (Cardio Pulmonary Resuscitation) Basic First Aid Fire Extinguisher Safety	All employees	Within 12 months of appointment to the position and annually thereafter

A list of current Federal Training Programs can be found at:
www.training.fema.gov/EMIWEB/is/crslist.asp.

XXIV. EXERCISING

As part of a comprehensive program to ensure that Museum personnel maintain proficiency, and that these procedures are effective in responding to and recovering from the emergencies or disasters that may impact the Museum and THPO, each Department Director will ensure their staff participates in drills and exercises that reinforce the employee's disaster response training and function.

The Training Committee will establish objectives and will facilitate direct participation in drills and functional exercises to the extent possible. Different exercise options will be used to provide the maximum benefit possible. Exercise options can include:

- Employee call-down drill
- IAP development drill
- Emergency Response Team call-down drill
- Communications Plan development drill
- Bldg evacuation functional exercise
- Alternate Command Post tabletop exercise
- Hurricane functional exercise

To the extent possible, the Museum and THPO will participate in Seminole Tribal exercises and drills in order to improve coordination, build working relationships, and benefit from their experience.

Exercises and drills will be observed and outcomes will be documented in an After Action Report (AAR). Corrective actions will be developed based on the strengths and weaknesses noted. The AAR will outline the areas for improvement, the strategy for improvement, the individual responsible for coordinating the corrective action, and a target completion date. The Museum and THPO will revise the appropriate portions of its plans, SOPs, and checklists based upon the findings and recommendations from the AAR.

Exercises Defined

Discussion-Based Exercises

Discussion-based exercises are normally used as a starting point in the building-block approach of escalating exercise complexity. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises typically highlight existing plans, policies, interagency/inter-jurisdictional agreements, and procedures. Discussion-based exercises are valuable tools for familiarizing agencies and personnel with current or expected capabilities of an entity. Discussion-based exercises typically focus on strategic, policy-oriented issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track toward meeting exercise objectives.

Seminars

Seminars are informal discussions, unconstrained by real-time portrayal of events and led by a presenter. They are generally employed to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, and/or concepts

and ideas. Seminars provide a good starting point for entities that are developing or making major changes to their plans and procedures.

Workshops

After seminars, workshops represent the second tier of exercises in the HSEEP building-block approach. They differ from seminars in two important respects: participant interaction is increased, and the focus is on achieving or building a product (such as a draft plan or policy). Workshops are often employed in conjunction with exercise development to determine objectives, develop scenarios, and define evaluation criteria.

A workshop may also be used to produce new standard operating procedures (SOPs), emergency operations plans (EOPs), MAAs, multi-year plans, or improvement plans. To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

Tabletop Exercises (TTX)

TTXs involve key personnel discussing hypothetical scenarios in an informal setting. This type of exercise can be used to assess plans, policies, and procedures or to assess the systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs typically are aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and achieving changes in the approach to a particular situation. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving, rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTX methods are divided into two categories: basic and advanced. In a basic TTX, the situation established by the scenario materials remains constant. It describes an event or emergency incident (i.e., scenario) and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the leader/moderator; problems are discussed as a group; and the leader generally agrees on and summarizes the resolutions.

In an advanced TTX, play revolves around delivery of pre-scripted messages to players that alter the original scenario. The exercise controller (or moderator) usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the simulated problem, applying appropriate plans and procedures. TTXs are effective for evaluating group problem solving, personnel contingencies, group message interpretation, information sharing, interagency coordination, and achievement of specific objectives.

Games

A game is a simulation of operations that often involves two or more teams and uses rules, data, and procedures to depict an actual or assumed real-life situation. The goal of a game is to explore decision-making processes and the consequences of those decisions. A game does not require use

of actual resources, and the sequence of events affects, and is in turn affected by, decisions made by players.

With the evolving complexity and sophistication of current simulations, opportunities to provide enhanced realism for game participants have increased. Computer-generated scenarios and simulations can provide a more realistic and time-sensitive method of introducing situations for analysis. Planner decisions can be input into realistic models to show the effects of decisions made during a game. Internet-based, multi-player games offer many additional benefits, such as saving money by reducing travel time, offering more frequent training opportunities, and taking less time away from primary functions. They also provide a collaborative environment that reflects realistic occurrences.

Operations-Based Exercises

Operations-based exercises represent the next level of the exercise cycle. They are used to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises. Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs). They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual reaction to simulated intelligence; response to emergency conditions; mobilization of apparatus, resources, and/or networks; and commitment of personnel, usually over an extended period of time.

Drills

A drill is a coordinated, supervised activity usually employed to validate a single, specific operation or function in a single agency or organizational entity. Drills are commonly used to provide training on new equipment, develop or validate new policies or procedures, or practice and maintain current skills.

Typical attributes of drills include:

- a narrow focus, measured against established standards;
- immediate feedback;
- a realistic environment; and
- performance in isolation.

Functional Exercises

An FE is designed to validate and evaluate individual capabilities, multiple functions, activities within a function, or interdependent groups of functions. Events are projected through an exercise scenario with event updates that drive activity at the management level. An FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful, time-constrained environment.

Response- and recovery-focused FEs generally concentrate on exercising the plans, policies, procedures, and staffs of the direction and control branches of Incident Command (IC), Unified Command (UC), and/or multi-agency coordination centers (e.g., EOCs). Movement of personnel and equipment is simulated. Prevention-focused FEs usually concentrate on exercising the plans,

policies, procedures, agreements, networks, and staffs of fusion centers or law enforcement agencies with counterterrorism missions. Adversary actions are largely simulated and delivered in the form of shared intelligence; however, some of these actions may be carried out by simulated adversaries, or Red Teams, in a separate but coordinated category of exercise play. See HSEEP Volume V: Prevention Exercises for more information on prevention-focused exercises.

Full-Scale Exercises

The FSE is the most complex type of exercise. FSEs are multi-agency, multi-jurisdictional, multi-organizational exercises that validate many facets of preparedness. They focus on implementing and analyzing the plans, policies, procedures, and cooperative agreements developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. In FSEs, the reality of operations in multiple functional areas presents complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel. During FSEs, events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. FSEs are conducted in real time, creating a stressful, time-constrained environment that closely mirrors real events. The level of support needed to conduct an FSE is greater than that needed during other types of exercises.

Response-focused FSEs include many first responders operating under the principles of the National Incident Management System (NIMS) to effectively and efficiently respond to an incident. Personnel and resources are mobilized and deployed to the scene where they conduct their activities as if a real incident had occurred (with minor exceptions). An FSE also may include functional play from participants not located at the exercise incident response site, such as multi-agency coordination centers (MACCs), EOCs, or hospitals.