

STATE TRAINING

INSTRUCTOR GUIDANCE



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Purpose/Goal

This purpose of this document is to provide guidance to local and tribal jurisdictions; and other emergency management stakeholders in the selection of qualified instructors to deliver preparedness training across the State of Oregon.

The goals of this program are:

1. Ensure quality delivery of training by qualified educated and experienced subject matter experts.
2. Build and maintain standards and expectations for instructors within the state.

Scope

This guidance is designed to encourage qualified individuals to become certified to instruct G courses in the state of Oregon under the Oregon Emergency Management (OEM) State Training Program.

G-courses are state-delivered courses that are part of the Federal Emergency Management Agency's (FEMA) [Emergency Management Institute's \(EMI\)](#) curriculum, including [National Incident Management System \(NIMS\)](#) Incident Command System (ICS) courses, such as G0300 (ICS-300), G0400 (ICS-400), and G0191 EOC/ICS Interface.

Instructor Requirements

OEM certifies instructors based on 3 requirements:

- 1) Completed mandatory training
- 2) Instructor experience
- 3) Subject Matter Expertise

The below requirements apply to those instructors delivering G-courses. The instructor experience and education requirements are provided directly from FEMA EMI. G courses must be available and in current status on [NTED \(National Training and Education Division\)](#). For certain G-courses, there are additional requirements. For E/L/K courses, instructor applicants must be approved by [FEMA National Instructor List](#). The [National Emergency Management Basic Academy Courses \(NEMBA\)](#) courses can be endorsed by the state training program, but must still be approved as an instructor by the NEMBA course managers during the application process.

Instructors that are applying to be credentialed under the state training program will have successfully completed:

Must have attended the course that they requesting to be an instructor in.

- IS-700: An Introduction to NIMS;
- IS-800: An Introduction to the National Response Framework;
- ICS-100: Introduction to ICS;

- ICS-200: ICS for Single Resources and Initial Action Incident;
- Techniques of instruction and adult education methodologies course, such as M-410 National Wildfire Coordinating Group Facilitative Instructor; EMI Master Trainer Program; Fire Instructor I & 2; ASTD; CTTI; POST; FLETC; college; private industry; G/E0141 Instructional Presentation and Evaluation Skills; Office for Domestic Preparedness Instructor Course; valid teaching certificate; or equivalent.

Train The Trainer

For ICS (G0191, G0300, G0400, G0402) Instructor Applicants, OEM training program ICS instructors will have successfully completed the above courses as well as E/L0449 or MGT 906 ICS Train-the-Trainer (TtT) courses. OEM is committed to coordinating with EMI or other federally recognized providers to conduct the L0449 ICS TtT course on a biannual basis. E/L0449 certificates are issued by the federal agencies who facilitate the course.

For Non-ICS G courses(G2300, G2308, G0205, G0428, etc) Instructor applicants, most of the G courses do not have a Train The Trainer. The state training program can inform the candidate if there is associated considerations with Non-ICS G courses. Primarily, an application would need to include more subject matter expertise and experience with the subject, training materials, and course experience.

Sponsorship Letter

OEM requires a letter of support from the sponsoring organization that endorses the applicant's application and certifies their qualifications to become a G course instructor. The sponsorship letter should be on agency letterhead and signed by the head of agency or potential instructor's direct supervisor. To support counties, tribes, and local jurisdictions in attaining NIMS compliance, OEM requires a letter of sponsorship from the local and tribal emergency management agency to ensure that jurisdictions are selecting instructors they choose to support. OEM will recognize endorsement by any region, county, city, or tribe that holds statutory responsibility for jurisdictional emergency management under ORS 401.305 (Appendix A: Instructor Resources). The sponsorship letter should be on agency letterhead and signed by the agency director. The purpose of the letter is to describe the jurisdiction's need for the individual to be a certified ICS instructor and an endorsement of that instructor for their jurisdiction. A template for the sponsorship letter is available in Appendix C.

Provisional Credentialling

A provisional credentialling will be given to instructors that began teaching ICS before the release of E/L0449. The state training program may grant provisional credentialling to historical instructors on a case-by-case basis if those instructors have clearly demonstrated current knowledge, experience, behaviors, and skills. The STO will work with the individual instructor with availability and frequency of E/L0449 course offerings to set up a sunset date of the provisional credentialling. The provisional closure date not to be sooner than 12 months, and not exceed 24 months. If the provisional instructor does not meet the standard of training identified during the provisional period, the instructor will no longer be credentialed to instruct by OEM. Once the provisional instructor is compliant with the training path set forth, they will be fully credentialed.

In addition to E/L0449, if instructors have not taken ICS 300/ICS 400 post 2019 revisions, they will be asked to attend those courses or work with the STO to establish a knowledge check to be consistent with the most up to date material in ICS courses.

For all courses, instructors should have experience conducting the work in the course they wish to instruct. This can be achieved by actual operational experience and/or planning efforts. Demonstrate effectiveness instructing at a professional level in an active training environment.

- Preferred: Applicants must demonstrate successful completion of a recognized adult educational methodology course and have experience determining or managing training needs for an organization.
- Minimum: Applicants must demonstrate successful instructional delivery to adult learners for local, regional, state, federal, private sector, and/or non-governmental emergency management/homeland security training programs, or at colleges/universities. Applicants must demonstrate excellent communication and interpersonal skills. Applicants must demonstrate proficiency in the facilitation of small work groups. Examples of instructor experience could consist of a range of AHA instructors to a University Professor.

Education

- Preferred: A bachelor's degree in emergency management, homeland security, public administration, political science, or related field.
- Minimum: Consideration will be given to those candidates who do not meet the academic requirement, but who have broad progressive emergency management training, administrative and leadership experience.

Demonstrated Subject Experience

- Preferred: Three years of experience as an Instructor. Extensive experience and success as an instructor, and managing instructor teams.
- Minimum: One year of experience as an Instructor. Experience and success as an instructor working with instructor teams.

Instructor Special Considerations

The OEM training program recognizes that instructors have met requirements to teach material of ICS courses in other state and federal agencies. However, OEM requires all instructors to be compliant with all of its guidance to be credentialled as an OEM instructor. If someone is credentialled by another state, please advise the state training program in advance of the instructor application. This gives enough time for the state training staff to reach out to the other state and federal agencies and request records and good standings, to offer reciprocity. OEM will not credential or produce certificates for ICS courses instructed by individuals that are not compliant with its instructor credentialling process.

Instructors must have served in a mid-level incident management position within five years in: actual incidents, planned events, or exercises that required a written Incident Action Plan (IAP), or that encompassed more than one operational period. OEM expects the local and tribal jurisdiction to ensure that each instructor possesses recognized qualifications in techniques of instruction and adult education methodologies.

Completion of a techniques in instruction and adult education methodologies course, such as M-410 National Wildfire Coordinating Group Facilitative Instructor; EMI Master Trainer Program; Fire

Instructor I & 2; ASTD; CTTI; POST; FLETC; college; private industry; E0141 Instructional Presentation and Evaluation Skills; Office for Domestic Preparedness Instructor Course; valid teaching certificate; or equivalent; meets the educational requirement for general instructors to be considered eligible to be placed on the list of credentialed instructors under the state training program.

Completion of the E/L0449 course meets the educational requirement for ICS Instructors to be considered eligible to be placed on the list of credentialed instructors for the state training program. The instructor applicant's organization or jurisdiction having authority has the right to pursue further vetting, evaluation, and on-the-job shadowing prior to allowing the instructor to deliver any curriculum.

TYPES OF INSTRUCTORS

There are three types of instructors described under this guidance are Lead Instructor, Support Instructor, and Adjunct or Unit Instructor.

Lead Instructors are the primary instructors for a specific course. Lead Instructors have met all the instructor qualifications and are experienced with delivery of all units of the course. There will always be at least one Lead Instructor for every course delivered. Only Lead Instructors must be credentialed. Support and Adjunct/Unit instructors are at the discretion of the Lead instructor of any given course delivery.

Responsibilities For Lead Instructors

- Coordination with the course Host/Coordinator for requesting course approval with enough advance to allow for approval, recruitment, and registration.
- Completion of course close-out documentation. As of 1/1/25, all G courses will be required to use the OEM course evaluation URL. If instructors would like a copy of their student evaluations, they can request it by email from the state training program oem.training@oem.oregon.gov.
 - Copy of Sign in roster for each day of delivery (instructors should sign roster as well)
 - Course Completion Form (complete with student SID and pre and post test percentage)
 - Notes in the closeout email that all students were given the OEM training course evaluation
 - https://emergencymanagement.qualtrics.com/jfe/form/SV_9SmkgCDgd1HCzWK
- Maintaining instructional standards including course length
- Conduct of any course activities/exercises
- Coordination of all other instructors
- Protecting the integrity of the course curriculum
- Proctoring exams
- Providing effective remediation to students that require it
- Maintaining accountability of students' attendance and participation
- Ensuring safety protocols are being followed

Responsibilities For Support Instructors

- May or may be Lead Instructors themselves
- Assist the Lead Instructor with delivery of the course

- Must have a strong knowledge base on the content and the curriculum
- Must have previously taken the course with any subsequent revisions/updates.
- May deliver course material while the Lead Instructor is at the location, but not off site (unless the support instructor is credentialled to Lead.
- May use support instructing to gain experience.
- May assist with some or all course management activities and deliver course material under the direction of the Lead Instructor.

Responsibilities For Adjunct/Unit Instructors

- May be subject matter experts, but have not taken the course
- Are instructors who are not filling a permanent role as a training official or possess standing on a certified instructor list.
- Must be monitored in person by the Lead or a Support instructor while they deliver course material
- May provide limited instruction in specialized knowledge and skills at the discretion of the Lead Instructor. Adjunct or Unit Instructors must be experienced, proficient, and knowledgeable of current issues in their field of expertise.

EXPECTATION OF A CREDENTIALLED INSTRUCTOR

A state training program credentialled Instructor is defined as an instructor who has been screened and evaluated by OEM training program to deliver specific G courses. Screening and evaluating by the state training program includes a review of the instructor’s knowledge and experience with the subject matter, recognized competencies, instructional skills, classroom management and good practice of adult learning theories. Credentialled Lead instructors will be required as of January 1st, 2025 to use the OEM Student Course evaluation. This evaluation will be distributed to all G course students at the end of each delivery. E/L/K courses are required to use the FEMA approved evaluation form. The [OEM student evaluation](#) will go directly to the state training program. If a Lead instructor gets negative reviews by the majority of the class participants on 2 different deliveries, the state training program will meet with the instructor to review the evaluation information. The Lead instructor will be asked to correct what is causing the negative reviews. If a 3rd course delivery evaluation by that instructor is primarily negative, the state training program will transition that instructor to a support instructor role until they have addressed the negative instructing habits. The state training program will work with that individual as long as needed to transition them back to a Lead instructor role, or to an inactive status. If the decision is to transition that instructor to inactive, they may work with the state training program to reapply to be a lead instructor after taking the time as a support instructor to elevate their instructor range.

An instructor is tasked with instructing students of various backgrounds. It is expected that students are provided the best possible instruction so that they can, in turn, effectively prevent, protect against, mitigate, respond to, and recover from the incidents that pose the greatest risk to their local jurisdiction. Instructors are considered a volunteer representative of OEM as well as a representative from their home agency and are expected to conduct all courses in a professional manner and in accordance with the materials provided.

Expectations of Instructor conduct

Conduct and behavior expectations include:

- Serve the profession with honor.
- Conduct instruction in a manner which will command respect and confidence.
- Maintain a right to privacy and confidentiality with each student.
- Promote health and safety standards that ensure the protection of everyone participating in the training.
- Take steps to make the classroom and materials accessible to all course participants and, to the extent possible, accommodate individual needs.
- Shall use, at a minimum, the course materials identified by FEMA/EMI as required for the course.
- Refrain from public criticism of students, other instructors, FEMA, and OEM staff and policies.
- Treat students and other instructors with respect and dignity, regardless of gender, place of origin, race, physical or mental disabilities, sexual orientation, religion, political beliefs, or economic status.
- Be available during the course hours for student questions. If an answer is unknown, refer students to appropriate OEM staff or the State Training Program.
- Respond promptly to every student request, question, or comment that is relevant to the course material.
- Never penalize a student for raising a legitimate complaint about the course, if that complaint is raised in an appropriate and civil manner.
- Dress in at least business casual or instructor's sponsoring organizations dress standards.
- Refrain from using multi-media, audio or video demonstration that contains behavior, language or humor that might be construed as profane, insulting, harassing, or otherwise offensive language or content.
- Refrain from behavior, language or humor that might be construed as profane, insulting, harassing, or otherwise offensive.
- The use of relevant stories and information is welcome, but make sure to use examples from various disciplines (emergency management, law enforcement, school officials, public health, chaplains, etc.).
- Shall not be in possession of, under the influence, or consume, illegal drugs or alcohol during any portion of a class.

Mandatory Activity

Active is considered serving as a Lead or a Support instructor during a course delivery for a minimum of 14 contact hours every 24 months. The 14 contact hours do not have to be concurrent. Contact hours are tracked by the state training program and delivered back to the instructors on an annual bases. The 24 months of instructor activity monitoring will be on a 12-month fiscal year cycle starting July 1st and ending June 30th of the next year. The state training program will put this report together following the end of the fiscal year. An annual attestation will be conducted in the fall with all instructors, so they are aware of their activity.

Instructors who have not been active for a 24-month cycle will be placed in an inactive status on the state training credentialed instructor list. For reinstatement to an active status, instructors must submit a formal request to the state training program sponsorship letter. If it has been over 2 years, then at the discretion of the state training program, the first delivery back may be accompanied with a critique by an active experienced instructor.

On a bi-annual basis, the state training program will conduct a review of the credentialed instructor list to verify status, confirm contact information, fulfill requests for removal from instructors, and provide training updates.

REQUESTING OEM INSTRUCTOR CREDENTIALLING

Requests for instructor credentialling will be sent to oem.training@oem.oregon.gov. When submitting a request, provide the following documents:

- Completed Oregon Instructor [Application](#)
- Copies of certificates of completion of IS-100 (any version), IS-200 (any version), IS-700 (any version), IS-800 (any version), and specific course applying to instruct. A recent EMI IS transcript will be accepted.
 - For NIMS ICS courses, include copies of certificates of completion of ICS-300, ICS- 400, G-191, and L0449.
- Documentation of experience in subject matter. This can a short narrative in the application citing the positions worked, incidents/exercises and dates, involvement in the preparation of plans, and/or experience/qualifications as an instructor. This documentation does not need to be complex nor require a resume or curriculum, as long as the pertinent information is included.
- Sponsorship letter from the organization and/or local agency.

Submissions are evaluated by the state training program to see if the requestor meets all the requirements. Approved instructors will be notified by email and provided any necessary training materials.

NEW INSTRUCTOR REQUIREMENTS

Instructors can meet the experience and education requirements to be a credentialed instructor under the state training program, however they may lack in delivery as an instructor. To maintain a higher level of instructor standards and access our experienced instructor's delivery tips and tricks, we are adding a new step to the full credentialling process. **Instructors that have never instructed a G Course before, will be required to have an experienced instructor present in their first delivery.** This can be coordinated with the state training program. New Instructors will be given a critique template based on this guidance document. The state training program will not send a credentialling letter to the new instructor until after the first delivery. The state training program reserves the right to hold on the full credentialling of the new instructor until they have successfully met all requirements set forth in this guidance.

- If the critique is positive (minor issues such running over time, sharing too many stories, nervousness, etc,) the experienced instructor will give the guidance on what to improve and they are free to deliver unassisted as a Lead. A copy of that critique will be sent to the state training program.
- If the critique is negative, (larger issues such as unfamiliarity with the material, unprepared for the class, unprofessional or otherwise not at the standard to be delivering the course alone), the experienced instructor will give the critique to the new instructor and the recommendation of having another opportunity to be evaluated before they are fully credentialed to delivery a course as a Lead. The critique will be sent to the state training program for further review.

INSTRUCTOR LIST AND DATABASE

A list of instructors who are certified to teach G courses in Oregon is maintained by the OEM state training program. To prevent solicitation, the list will not be provided to anyone outside the state training program. However, the OEM training staff may contact a credentialed instructor if there is an opportunity to instruct in their local area, or an agreement has been made to coordinate an individual instructor to travel to another jurisdiction to deliver a course. If other instructors or locals want to know of instructors in their area, the state training program will contact the individual before referring their contact information. Coordination of instructors for course delivery can be done amongst instructors that know other instructors. Any application and closeout documentation should have all instructors signed in and noted on the closeout documentation. Requests for instructors can be sent to oem.training@oem.oregon.gov.

It is the instructor's responsibility to ensure that their contact information is current. The state training program maintains a database with all the above listed documents for each credentialed instructor. Instructors are expected to remain active in instructing courses under the approval of the sponsoring jurisdiction for continuing recognition as an instructor.

Questions Please Contact:

Oregon Department of Emergency
Management State Training Program

OEM.training@OEM.oregon.gov

<https://www.oregon.gov/OEM/emresources/Pages/Training.aspx>

APPENDIX A: INSTRUCTOR RESOURCES

Emergency Management Institute (EMI)/National Disaster & Emergency Management University
<https://training.fema.gov>

FEMA National Training and Education Division (NTED)
<https://www.firstrespondertraining.gov/frt/>

FEMA Region X – Alaska, Idaho, Oregon, and Washington
<https://www.fema.gov/region-x-ak-id-or-wa>

ICS Resource Center <https://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>

National Incident Management System (NIMS) <https://www.fema.gov/national-incident-management-system>

NIMS Doctrine, Dept. of Homeland Security, October 2017 <https://www.fema.gov/media-library/assets/documents/148019>

NIMS ICS All-Hazards Position Specific Training Program <https://training.fema.gov/allhazards/>

National Preparedness Goal (NPG) <https://www.fema.gov/national-preparedness-goal>

NPG Core Capabilities <https://www.fema.gov/core-capabilities>

NPG Doctrine, Dept. of Homeland Security, September 2015, 2nd Edition
https://www.fema.gov/sites/default/files/2020-06/national_preparedness_goal_2nd_edition.pdf

Oregon Revised Statute (ORS) Chapter 401 Emergency Management Chapter 401
https://www.oregonlegislature.gov/bills_laws/ors/ors401.html

Oregon Office of Emergency Management, State Training Program
<https://www.oregon.gov/OEM/emresources/Pages/Training.aspx>

APPENDIX B: OREGON INSTRUCTOR APPLICATION



Oregon Department of Emergency Management Certified Instructor Application

Application must include copies of certificates for formal instructor training, courses requesting to instruct, and train-the-trainer certificates for courses requesting to instruct.

Applicant Information					
Full Name:	<input type="text"/>	<input type="text"/>	<input type="text"/>	Preferred Name:	<input type="text"/>
	<small>Last</small>	<small>First</small>	<small>M.I.</small>		
Address:	<input type="text"/>		<input type="text"/>		
	<small>Street Address</small>		<small>Apartment/Unit #</small>		
	<input type="text"/>		<input type="text"/>	<input type="text"/>	
	<small>City</small>		<small>State</small>	<small>ZIP Code</small>	
Phone:	<input type="text"/>		E-mail Address:	<input type="text"/>	
FEMA SID#:	<input type="text"/>	County:	<input type="text"/>		
Sponsoring Organization:	<input type="text"/>				
Adult Education Experience					
Describe your adult education experience and <i>attach copies</i> of any courses you have taken in formal instructor training:					
<input type="text"/>					
Required FEMA courses for all instructors. Enter your date of completion.					
ICS-100 Completion:	<input type="text"/>	ICS-200 Completion:	<input type="text"/>	IS-700 Completion:	<input type="text"/>
				IS-800 Completion:	<input type="text"/>
<input type="text"/>					
<input type="text"/>					
Signature					
<i>I certify that my answers are true and complete to the best of my knowledge.</i>					
Signature of applicant:	<input type="text"/>			Date:	<input type="text"/>
Signature of Organization Director:	<input type="text"/>			Date:	<input type="text"/>
Approval (For OEM Office Use Only)					
Signature of OEM State Training Officer:	<input type="text"/>			Date:	<input type="text"/>
Approval/Denial Notification Sent:	<input type="checkbox"/>	Date:	<input type="text"/>		

Available electronically at: https://www.oregon.gov/oem/Documents/Certified_Instructor_Application.pdf

APPENDIX C: INSTRUCTOR SPONSORSHIP LETTER

G-course Sponsorship Letter

Sponsorship letters must include all the information as shown below and submitted along with documentation listed in Section 4.A – Requesting Oregon Instructor Certification.

Agency Letterhead

Contact Information, include:

Your Name and Title

Your City, State, Zip Code

Your Phone Number

Your Email

Date

Salutation

Body of Letter

1. Request individual, by name, to become a certified instructor in your organization/jurisdiction.
2. Provide individual's experience in conducting the work in the course they wish to instruct.
3. Identify individual's qualifications in techniques of instruction and adult education methodologies.
4. Endorsement of the individual to become a G-course instructor.

Closing

Signature (signed by organization director)