

Hazardous Materials and Terrorist Incident Planning Curriculum Guidelines

Plan Implementation and Maintenance

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Introduction

Training in this curriculum area will provide students with the knowledge, skills, and practical tools they need to successfully implement a completed hazardous materials and terrorist incident response plan, anticipate future outcomes, monitor and evaluate the plan's effectiveness, and revise it as appropriate to improve the jurisdiction's or facility's emergency operations and prevention/mitigation capabilities. Instruction builds on Planning Essentials competencies to help participants develop the feedback loop necessary for long-term plan maintenance and enhancement.

The content of training addresses (1) plan implementation, including promulgation and dissemination of the plan, orientation of plan users, and integration of multi-jurisdictional planning efforts; (2) validation of the plan, including methods of plan review, plan testing, and exercising; and (3) plan maintenance, including development of strategies and processes to identify, illuminate, and correct problems with the plan. Other subject areas potentially include environmental scanning, management audits, performance audits, and other long-term and strategic planning concepts.

Training focuses on the role of the planning manager or administrator in establishing systems and strategies for plan implementation and maintenance. This person may also participate in (and need training in) the actual writing and development of the plan, as defined in Planning Essentials and other Planning Specialties areas. Furthermore, the planning manager or administrator may function as the jurisdiction's or facility's Exercise Manager/Officer. However, advanced competencies in exercise design and development will be covered in a separate Planning Specialty area in subsequent editions of these Guidelines.

Training Audience

The training audience includes all personnel involved in the implementation, validation, and maintenance of a completed hazardous materials and terrorist incident response plan for their respective jurisdiction or facility. Audience members potentially include planners and decision makers for agencies and organizations represented in the plan, community leaders, and others interested in improving hazardous materials preparedness. Possible audience members are:

- Community planning team members
- Local Emergency Planning Committee members
- Government and response agency representatives
- Facility planners and managers
- Community support services and volunteer group representatives
- Exercise program managers and exercise officers
- Emergency Management Officials

Prerequisites or Presumed Prior Knowledge/Skills of Students

Students should possess Planning Orientation and Planning Essentials competencies and previous experience in community or organizational planning. They should have job

responsibilities directly related to the management and administration of hazardous materials and terrorist incident response plans and planning processes for a jurisdiction or facility.

Typical Program Format

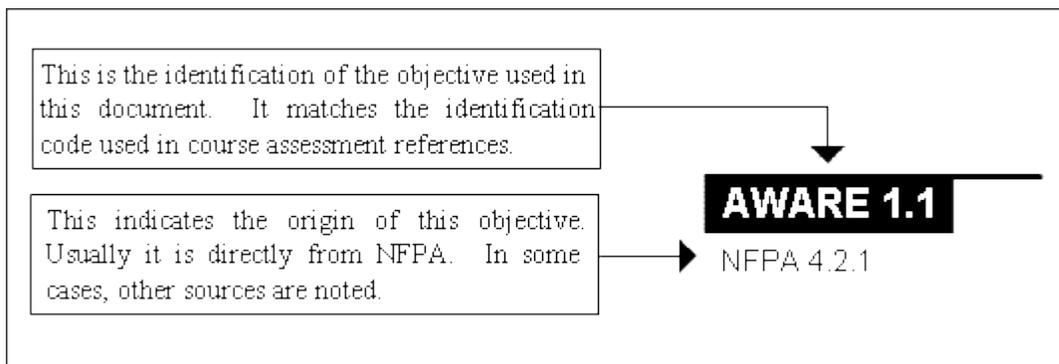
One to two days of classroom instruction with an emphasis on activities designed to help students develop strategies and mechanisms to assess, evaluate, and refine existing hazardous materials and terrorist incident response plans. Job aids to facilitate later work may be desirable. Training program managers may wish to combine this instruction with more in-depth materials on exercise design and development for audiences that perform both roles.

Methodology Recommendations

- Ideally, training audiences should be heterogeneous, reflecting the wide range of personnel involved in the integrated hazardous materials and terrorist incident planning process. If possible, individuals who work together as members of a planning team should be trained together.
- Training methodologies should emphasize small group interactions and practical activities based on actual plans and realistic situations. Since teamwork and continuity are important in plan implementation and maintenance, it is recommended that student groupings be maintained throughout training.
- Generic case studies or scenarios should be available for use with audiences from diverse communities and organizations. The instructor should be able to flexibly tailor, update, or substitute these materials, depending on audience needs.
- Training emphasizes skills and attitudes needed for students to become effective long-term community change agents. Emphasis will be placed on methods and techniques for effecting meaningful change.

Recommended Training Objectives

Objective Identification Legend



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Plan Implementation and Maintenance 1.

PI&M - 1.1.

Given the goals and objectives of the integrated hazardous materials and terrorist incident response planning process for a jurisdiction or facility, develop a strategy for plan implementation.

PI&M - 1.1.1.

List organizations and key personnel who should participate in plan implementation, including:

- Planning team members
- Organizations, groups, and facilities assigned responsibilities under the plan
- Local, state, and federal oversight agencies
- Community support services organizations affected by the plan

PI&M - 1.1.2.

Establish objectives for plan review and validation as part of the plan development process.

PI&M - 1.2.

Given a completed integrated hazardous materials and terrorist incident plan for a jurisdiction or facility, develop strategies to ensure proper promulgation and dissemination of the plan.

PI&M - 1.2.1.

Identify the steps necessary to ensure proper promulgation of the plan.

PI&M - 1.2.2.

Determine the information needs of various groups, and develop strategies to orient them to their roles and assignments under the plan.

PI&M - 1.2.3.

Develop strategies to orient the public on the plan, including clarifying technical information as necessary to promote public understanding.

PI&M - 1.3.

Given an approved integrated hazardous materials plan for a jurisdiction or facility, develop strategies to ensure coordination with multi-jurisdictional planning efforts.

PI&M - 1.3.1.

Identify and assess options for coordinating and integrating the plan within the jurisdiction and/or facility.

PI&M - 1.3.2.

Develop strategies to communicate the substance of the plan to other jurisdictions, including surrounding communities, state offices, and federal (national/regional) personnel involved in related planning efforts.

PI&M - 1.3.3.	Develop strategies to establish communication links with local, state, and federal organizations to obtain feedback on emergency management program changes that may affect the plan.
PI&M - 1.4.	Given an approved integrated hazardous materials plan for a jurisdiction or facility, develop strategies to ensure that organizations and personnel are capable of carrying out their assigned responsibilities.
PI&M - 1.4.1.	Develop strategies to ensure that each organization develops the SOPs necessary to facilitate the accomplishment of assigned tasks under the plan.
PI&M - 1.4.2.	Develop strategies to assess related training needs.
PI&M - 1.4.3.	Identify training programs and assistance available in the public and private sectors.
PI&M - 1.5.	Given implementation of an approved integrated hazardous materials plan for a jurisdiction or facility, develop strategies for monitoring changes and trends that impact the plan or planning process.
PI&M - 1.5.1.	Identify changes and trends that could impact the plan or planning process, including but not limited to: <ul style="list-style-type: none"> • Economic • Legal • Political • Technological • Social • Demographic
PI&M - 1.5.2.	Identify strategies for collecting and assessing information from reviews or critiques of actual hazardous materials incidents affecting the jurisdiction.
PI&M - 1.5.3.	Identify strategies to ensure that various organizations with a role under the plan provide feedback as changes occur that may affect the plan.
PI&M - 1.6.	Given implementation of an approved integrated hazardous materials and terrorist incident response plan for a jurisdiction or facility, participate in the design and development of an exercise program that is useful for evaluating and updating the plan.

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PI&M - 1.6.1.

Describe five types of exercises and their appropriate use in plan evaluation, to include:

- Drill
- Orientation
- Table top
- Functional
- Full Scale

PI&M - 1.6.2.

Identify the goals and objectives of the hazardous materials and terrorist incident response exercise programs and their relationship to the overall planning process.

PI&M - 1.6.3.

Identify methods to be used for determining hazardous materials and terrorist incident response exercise needs, addressing at a minimum:

- Number and type of exercises to be conducted
- Functions to be tested (preparedness, response, recovery, and mitigation/prevention)
- Exercise goals and objectives
- Appropriate scenarios

PI&M - 1.6.4.

Identify exercise criteria, resources, and reference materials.

PI&M - 1.6.5.

On specific exercises, establish effective policies and plans for working with the Exercise Manager, organizational participants, and others to:

- Control the exercise
- Recruit and brief participants
- Record and evaluate exercise play
- Critique exercise results and identify follow-up actions

PI&M - 1.7.

Given changes and trends that impact the plan or planning process, incident critiques, exercise results, expert opinion, and other information, develop strategies for conducting periodic reviews and updates of the plan.

PI&M - 1.7.1.

Determine whether goals and objectives established in the plan have been achieved.

PI&M - 1.7.2.

Evaluate changes and trends, incident critiques, exercise results, expert opinion, and other information to assess the need for plan revisions.

PI&M - 1.7.3.

Identify strategies for making the needed revisions to the plan and for implementing the plan revisions.

PI&M - 1.7.4.

Identify strategies and timetables for reviewing and updating the plan on a periodic basis.

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