



# OREGON DEPARTMENT OF EMERGENCY MANAGEMENT

## EMERGENCY MANAGEMENT INSTRUCTOR GUIDANCE

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### Questions? Contact:

Oregon Department of Emergency Management  
State Training Program  
[oem.training@oem.oregon.gov](mailto:oem.training@oem.oregon.gov)

## 1. INTRODUCTION

### 1.A – PURPOSE

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 preparedness training by local and tribal jurisdictions; and other emergency management stakeholders.
2. Build and maintain standards and expectations for instructors within the state.

### 1.B – SCOPE

This guidance is designed to encourage qualified individuals to become certified to instruct G- and L- courses in the state of Oregon.

**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.

**L-courses** are local deliveries of the FEMA EMI curriculum with local FEMA EMI approved instructors.

## 2. INSTRUCTOR REQUIREMENTS

### 2.A – REQUIREMENTS TO BECOME AN INSTRUCTOR

OEM certifies instructors based on four requirements: 1) completed training; 2) instructor experience; 3) county or tribal emergency management organization, state agency, or emergency management partner organization sponsorship; and 4) instructional audit.

Listed below is the requirements and process to become a Lead Instructor or Support Instructor ([See 2.B – Types of Instructors](#))

#### GENERAL INSTRUCTOR REQUIREMENTS

The below requirements apply to those instructors delivering all G-courses and ICS courses. The instructor experience and education requirements are provided directly from FEMA EMI. For certain G-courses, there are additional requirements. See the *G-course Instructor Criteria* for further information on course specific requirements. For L-courses, instructor applicants must be approved by FEMA EMI.

#### 1. COMPLETED TRAINING

All Oregon-certificated instructors will have successfully completed:

- Must have attended the course that they will be instructing
- IS-700: An Introduction to NIMS;

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- 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 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.

### **For ICS Instructor Applicants:**

Oregon-certified ICS instructors will have successfully completed the above courses as well as ICS-300, ICS-400, G0191, and E/L0449 ICS Train-the-Trainer (TTT) courses. OEM coordinates with EMI or other federally recognized providers to conduct the L0449 ICS TTT course. E/L0449 certificates are issued by the federal agencies who facilitated the course.

A waiver for completion of E/L0449 may be granted for instructors that began teaching ICS before the release of E/L0449. The OEM State Training Officer may grant waivers on a case-by-case basis for those instructors who have clearly demonstrated current knowledge, experience, behaviors, and skills.

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## **2. INSTRUCTOR EXPERIENCE**

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.

### ***Demonstrated 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. Applicant must demonstrate excellent communication and interpersonal skills. Applicants must demonstrate proficiency in the facilitation of small work groups.

### ***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.

**For ICS Instructor Applicants:**

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.

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**3. LETTER OF SUPPORT**

OEM requires a letter of support from the sponsoring organization that endorses the applicant’s application and certifies their qualifications to become a G- or L-course instructor. The sponsorship letter should be on agency letterhead and signed by the agency director.

**For ICS Instructor applicants:**

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 1: Resources and References). 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.

[See Appendix 3: Instructor Sponsorship Letter](#) for sample.

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**4. OFFICE OF EMERGENCY MANAGEMENT AUTHORIZATION**

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 certified instructors in Oregon.

**For ICS Instructors Applicants:**

Completion of the E/L0449 course meets the educational requirement for ICS Instructors to be considered eligible to be placed on the list of certified instructors for the State of Oregon. The

instructor's parent 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 ICS curriculum.

## 2.B – TYPES OF INSTRUCTORS

There are three types of instructors described under this guidance, each with varying levels of requirements:

- Lead Instructor
- Support Instructor
- Adjunct or Unit Instructor

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### LEAD 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 in Oregon.

Lead Instructor responsibilities include:

- Coordination with the course coordinator for requesting course approval and completion of course close-out paperwork (See *Emergency Management Course Delivery Procedures Section 3.A Course Coordinators – Course Close-Out*, available at <https://www.oregon.gov/oem/emresources/Pages/Training.aspx>)
- 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
- Maintaining accountability of students' attendance and participation
- Ensuring safety protocols are being followed

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### SUPPORT INSTRUCTOR

Support Instructors assist the Lead Instructor with delivery of the course. Support Instructors may or may not have met all the Lead Instructor qualifications but need to have experience with the course content. Support Instructors may accompany the Lead Instructor in delivery of the course as 'on-the-job training' or are supporting the course to meet established vetting requirements to become a Lead Instructor. Support Instructors may assist with some or all course management activities and deliver course material under the direction of the Lead Instructor.

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### ADJUNCT OR UNIT INSTRUCTOR

Adjunct or Unit Instructors are defined as instructors who are not filling a permanent role as a training official or possess standing on a certified instructor list. Adjunct or Unit Instructors are selected based

on their subject matter expertise and may not have completed any type of formal train-the-trainer course for which they are selected to serve in an adjunct capacity. Example: A qualified and reputable representative from the National Weather Service office may be selected to assist with delivery of specific units of a course that have applicable atmospheric or weather-related information.

Adjunct or Unit Instructors will be accompanied during their instruction by a Lead Instructor. Adjunct or Unit Instructors 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.

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### **OREGON CERTIFIED INSTRUCTOR**

An Oregon Certified Instructor is defined as an instructor who has been screened and evaluated by Oregon's State Training Officer to deliver specific G- or L- courses. Screening and evaluating by the State Training Officer includes a review of the instructor's knowledge and experience with the subject, recognized competencies, instructional skills, classroom management and good practice of adult learning theories.

- A Certified ICS Instructor is defined as an instructor who has been screened and evaluated by Oregon's State Training Officer to deliver NIMS ICS courses.

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### **FEMA NIMS ALL-HAZARD POSITION-SPECIFIC INSTRUCTOR**

A NIMS All-Hazard Position Specific Course Instructor is an instructor certified by FEMA under the NIMS All-Hazard Position-Specific Program guidelines (Appendix 1: Resources and References). The guidance provided here is in accordance with the guidelines set forth by FEMA for All-Hazard Position-Specific instructors. These instructors have a minimum of five (5) years of documented operational experience serving at the Command and/or General Staff level with an emergency response discipline (i.e. fire, emergency medical service, law enforcement, public works, public health, etc. or a wildland fire). In addition, these instructors have a minimum of three (3) years of experience delivering emergency management training to target audiences comprised of incident management and/or emergency response personnel.

The term 'qualified' means the instructor has completed a Position Task Book for the course to be instructed, or must submit documented evidence of serving actively in the position. This service should be verified by the respective State Training Officer or by the appropriate federal representative.

## **3. INSTRUCTOR CONDUCT AND EXPECTATIONS**

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 threats and hazards that pose the greatest risk.

Instructors are considered a volunteer representative of the Oregon Office of Emergency Management and are expected to conduct all courses in a professional manner and in accordance with the materials provided. Negative student evaluations or feedback will result in an audit of course instruction with

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recommendations for improvement. The instructor will then be given an opportunity to address documented improvement actions. If negative feedback persists, it is at the discretion of the State Training Officer to remove an instructor from the approved list.

Expectations of Instructor conduct 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 Officer.
- 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.

## 4 – REQUEST INSTRUCTOR CERTIFICATION

### 4.A – REQUESTING OEM INSTRUCTOR CERTIFICATION

Requests for instructor certification should be sent to [oem.training@oem.oregon.gov](mailto:oem.training@oem.oregon.gov). When submitting a request, provide the following documents:

- Completed *Oregon Instructor Application* ([Appendix 2: 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.
  - 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 be in a narrative document citing the positions worked, incidents/exercises and dates, your involvement in the preparation of plans, and your experience/qualifications as an instructor. This documentation does not need to be complex nor require a resume or curriculum vita, if the pertinent information is included.
- Sponsorship letter from the organization and/or local emergency management agency, per guidelines in [Section 2.A \(Appendix 3: Instructor Sponsorship Letter\)](#).

Submissions are evaluated by the State Training Officer to see if the requestor meets all the requirements. Approved instructors will be notified by email and provided any necessary training information.

### 4.B – INSTRUCTOR LIST AND DATABASE

A list of instructors who are certified to teach in Oregon is maintained by the OEM State Training Officer. To prevent solicitation, the list will not be provided to anyone outside our office. If you wish to know if someone is on the list, or you wish to request instructors in your area, please send a request in an email to [oem.training@oem.oregon.gov](mailto:oem.training@oem.oregon.gov).

It is the instructor's responsibility to ensure that their contact information is current and they are currently authorized in the system.

The State Training Officer maintains a database with all the above listed documents for each Oregon Certified Instructor.

State-certified instructors are expected to remain active in instructing courses under the approval of the sponsoring jurisdiction for continuing recognition as an Oregon Certified instructor.

**Active:** Active is considered serving as a Lead or Support instructor during a course delivery for



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a minimum of 8 contact hours every 24 months. The 8 contact hours do not have to be concurrent. Contact hours are tracked by our office using a provided course agenda for which you served as a Lead or Support Instructor

Instructors who have not been active for a two-year period will be placed in an inactive status on the State Certified Instructor List. The two-year period starts with the date on this document.

**Inactive:** Instructors who have met all the requirements above, but who have failed to meet the minimum contact hours.

For reinstatement to an active status, instructors must submit a formal request to the State Training Officer accompanied by a current emergency management agency sponsorship letter.

On a bi-annual basis, the State Training Officer will conduct a review of the Oregon Certified Instructor List to verify status, confirm contact information, fulfill requests for removal from the certified instructor, and provide training updates.

## APPENDIX 1: RESOURCES AND REFERENCES

### Emergency Management Institute (EMI)

<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>

### Incident Command System (ICS), FEMA

<https://www.fema.gov/incident-command-system-resources>

- 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/>
- NIMS Training Program, Dept. of Homeland Security, September 2011  
[https://www.fema.gov/pdf/emergency/nims/nims\\_training\\_program.pdf](https://www.fema.gov/pdf/emergency/nims/nims_training_program.pdf)

### 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, 2<sup>nd</sup> Edition  
[https://www.fema.gov/media-library-data/1443799615171-2aae90be55041740f97e8532fc680d40/National\\_Preparedness\\_Goal\\_2nd\\_Edition.pdf](https://www.fema.gov/media-library-data/1443799615171-2aae90be55041740f97e8532fc680d40/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](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 2: 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:				Preferred Name:			
	<i>Last</i>	<i>First</i>	<i>M.I.</i>				
Address:							
	<i>Street Address</i>			<i>Apartment/Unit #</i>			
	<i>City</i>			<i>State</i>	<i>ZIP Code</i>		
Phone:	( )		E-mail Address:				
FEMA SID#:		County:					
Sponsoring Organization:							
Adult Education Experience							
Describe your adult education experience and <i>attach copies</i> of any courses you have taken in formal instructor training:							
Required FEMA courses for all instructors. Enter your date of completion.							
ICS-100 Completion:		ICS-200 Completion:		IS-700 Completion:		IS-800 Completion:	
Signature							
<i>I certify that my answers are true and complete to the best of my knowledge.</i>							
Signature of applicant:				Date:			
Signature of Organization Director:				Date:			
Approval (For OEM Office Use Only)							
Signature of OEM State Training Officer:				Date:			
Approval/Denial Notification Sent:	<input type="checkbox"/>	Date:					

Available electronically at <https://www.oregon.gov/oem/emresources/Pages/Training.aspx>

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Example of Completed Certified 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:	Smith	Kalen	C	Preferred Name:			
	<i>Last</i>	<i>First</i>	<i>M.I.</i>				
Address:	3225 State St						
	<i>Street Address</i>			<i>Apartment/Unit #</i>			
	Salem				97301		
	<i>City</i>			<i>State</i>	<i>ZIP Code</i>		
Phone:	(555-555-5555)		E-mail Address:	[Redacted]			
FEMA SID#:	555555555		County:	Marion			
Sponsoring Organization:	Oregon Department Of Emergency Management						
Adult Education Experience							
Describe your adult education experience and attach copies of any courses you have taken in formal instructor training:							
<p><u>Masters Degree in Emergency Management 2002</u>                      NFPA Instructor Level 2 2006                      HSEEP Certification 2009                      CERT Instructor 2013                      CDP Train the Trainer HCL 2015</p>							
Required FEMA courses for all instructors. Enter your date of completion.							
ICS-100 Completion:	4/12/2020	ICS-200 Completion:	5/13/2021	IS-700 Completion:	6/14/2022	IS-800 Completion:	7/15/2023
Signature							
I certify that my answers are true and complete to the best of my knowledge.							
Signature of applicant:	Kalen Smith			Date:	4/1/23		
Signature of Organization Director:	Jane Doe			Date:	4/1/23		
Approval (For OEM Office Use Only)							
Signature of OEM State Training Officer:				Date:	[Redacted]		
Approval/Denial Notification Sent:	<input type="checkbox"/>	Date:	[Redacted]				

Version Date: September 14, 2022

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Course Information			
List the courses you wish to teach. ( <u>attach</u> copies of course certificates and <u>TTT</u> certificates)			
1. Course Number:	<b>G0300</b>	Course Name:	<b>Intermediate ICS for Expanding Incidents</b>
Date you completed the class:	3/24/22	Have you taken a Train the Trainer for the class?	<input type="checkbox"/> YES (Date of Completion: <input type="text"/> ) <input checked="" type="checkbox"/> NO <input type="checkbox"/> N/A
Describe your experience in the course material, especially any operational roles and when. I <u>gave</u> taken this course three times over the last 10 years. I am well versed in the material and am ready to start teaching.			
2. Course Number:	<b>G0400</b>	Course Name:	<b>Advanced ICS Command and General Staff-Complex Incidents</b>
Date you completed the class:	4/23/22	Have you taken a Train the Trainer for the class?	<input type="checkbox"/> YES (Date of Completion: <input type="text"/> ) <input checked="" type="checkbox"/> NO <input type="checkbox"/> N/A
Describe your experience in the course material, especially any operational roles and when. I <u>gave</u> taken this course three times over the last 10 years. I am well versed in the material and am ready to start teaching. I have recently taken K0449 and want to serve my community by being able to teach 300/400 locally			
3. Course Number:	<b>G0191</b>	Course Name:	<b>ICS - EOC Interface</b>
Date you completed the class:	3/2/22	Have you taken a Train the Trainer for the class?	<input type="checkbox"/> YES (Date of Completion: <input type="text"/> ) <input checked="" type="checkbox"/> NO <input type="checkbox"/> N/A
Describe your experience in the course material, especially any operational roles and when. <input type="text"/>			

## APPENDIX 3: 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)

## **ICS Instructor 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](#).