

Attachment A

PCMA Instructor Selection Policy and Recommendations

Crisis management is complex, its outcome can be critical, so its implementation must be handled with the utmost care. If the selection of instructors is not taken seriously, the quality of instruction may be compromised and when crisis occurs people could be injured. The Professional Crisis Management Association is constantly striving for a balance between training as diverse a range of individuals as possible and creating exceptional Instructors. Not everyone who completes the course will be an excellent instructor. As with any profession, some new Instructors will only meet the minimum standards. Most will be quite good, and some of them will be outstanding. Different people bring different skills to the course. Some people have excellent verbal skills but only adequate physical skills. Some people have exceptional physical skills but very poor communication skills. Your organization should be seeking out staff members who have both exceptional verbal and physical skills to train as instructors. The better the staff your facility sends, the better the Instructor you will ultimately obtain. The better the Instructor, the better the quality of the Practitioners they will produce. Better Practitioners translate to higher quality Crisis Management and increased safety for your clients/students/consumers. Excellent Instructors reflect well on PCMA, on your organization, and they will demonstrate your commitment to providing the best possible training for your staff. At PCMA we understand that no one likes being told that they may not be "cut out" for a particular job, but sending a poor candidate to a PCM Instructor course can have long reaching and sometimes unforeseen consequences for your organization. With this in mind, we have constructed this Instructor substitution policy.

The PCM instructor course is a physically grueling course and the participants should be in excellent physical condition. PCM instructors must complete roughly twice the number of repetitions of all the physical movements as PCM Practitioners and will usually have to do so at a significantly higher rate than non-instructors. PCM instructors must be able to demonstrate procedures numerous times, with a variety of individuals during the course of any training they might conduct. Prospective Instructors who cannot confidently, competently and repeatedly demonstrate these procedures with a wide variety of potential participants will undermine the participants' confidence in their own ability to carry out the procedures under what may be very demanding conditions.

With all of the above in mind, the following individuals SHOULD NOT be scheduled to participate in a PCM Instructor Certification Course:

- 1) Individuals who are easily winded
- 2) Individuals who have mobility and/or range of motion problems
- 3) Individuals with recent fractures or surgeries
- 4) Individuals who have suffered any kind of joint injury requiring medical attention in the past 6 months
- 5) Individuals who are pregnant
- 6) Individuals who are morbidly obese*

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* PCMA uses the Atlanta Journal Constitution - Definition of "morbidly obese" From AJC's Health Encyclopedia: "Patients who are 50 to 100 percent, or 100 pounds above their ideal body weight. Alternatively, a Body Mass Index value greater than 39 may be used to diagnose morbid obesity.

Please understand, that there are many PCM instructors who are significantly overweight, like an overwhelming number of Americans, but those Instructors are normally quite athletic, flexible, and have good agility, balance and coordination (like football players, weightlifters, or wrestlers for example). PCMA will never exclude a person *simply* for being "overweight," in isolation from any other factors. However, it is in the best interest of all parties to reduce any possible risks during the Instructor Certification course or subsequent Practitioner Certification courses. Very heavy people with poor balance, flexibility or agility can easily land on top of one of the other participants resulting in injury. This is not to say that overweight individuals cannot be trained as instructors, only that they must possess the skills necessary to manage their bodyweight in a manner that would prevent injury to themselves or others.

Although the PCMA does not discriminate based on race, religion, gender, or age we do reserve the right to deny instructor training to anyone who falls into the following categories:

Individuals who we feel pose a high risk of injuring themselves or the other participants in the course.

In rare instances, individuals may act unprofessionally, such as engaging in physical roleplay when not instructed to do so or are unable to provide the amount of resistance that is specified by the instructor during such roleplay. In the past, individuals behaving in the manner described above have caused injury to other participants who were then unable to complete the training.

It is also possible that some individuals may lack the general strength, flexibility, and coordination to safely lower individuals on a foam mat without injuring themselves or the other participants. Please understand that these individuals may be any age, gender or body type. Some obese individuals may show these problems and some slender individuals may show them as well. Our decisions are not based on who the person is or what they look like. They are based on what we feel that the person can safely do. Individual participants may disagree with us on our opinions in this matter, but we have 25 years of experience training Instructors and possess a high level of expertise and judgment on this matter.

Individuals who require significantly more instructional time than the majority of the class and who put the entire class at risk of running past the scheduled 4 days.

Note that this is a relative problem. If the entire class is equally matched in their ability to learn the PCM physical procedures, then there is no single person who is "holding back" the progress of the entire course. It is important to understand

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that not everyone sent to a PCM Instructor Certification course will become competent in the procedures in the allotted 4 days. Even with the best instruction possible, people learn at different rates, especially when it comes to physical skills. Most people can become minimally competent in the allotted time, but a small percentage simply cannot. PCMA makes absolutely no guarantees that we can train people to competency within the allotted training time. Because we have been involved in delivering both educational and clinical services for many years we understand the need to avoid, when possible, losing training dollars especially when budgets are increasingly tight. We do therefore allow any organization to enroll an alternate Participant in a future training at no extra cost. This ensures that your organization will not lose the tuition you have paid simply because a particular instructor cannot complete the instructor course. Please remember, that other Crisis Management organizations have absolutely no requirements of their potential instructors. Typically this is because their training is not nearly as rigorous as ours, competency based, or clinically effective. Just because some of your staff may have been able to complete other crisis management courses, it does not necessarily follow that they will be able to complete the PCM Instructor course. The problem of a potential instructor needing significantly more time to master the procedures is not tied to race, gender, age, or body type. The PCMA employee who is conducting the Instructor course reserves the right to ask the individual to leave the training, or train them at a certification level below the instructor level.

Finally, care must be taken to select a potential Instructor who can effectively communicate the curriculum to the class. Instructors should: 1) be comfortable speaking in front of a group, 2) be able to take charge when the class is off-task, and 3) must display the patience and understanding necessary to teach participants who may struggle with parts of the course. An excellent PCM instructor is by no means a guarantee, but the chances of obtaining one are increased dramatically by proper selection of staff to be trained. Staff should not be selected simply because they were "available" when more preferred staff were not. An excellent PCM instructor will serve your organization in ways that no one else can. They will help maintain the integrity of the system, serve as a consultant for staff, and act as a liaison between your organization and PCMA when crisis management issues arise. We hope that your organization gets the best possible instructor, and hopefully this document will assist with the very important task of instructor selection.