



Sport and Special Event Staff Training and Development MGT-304

Course Design Document

July 2024

Version 1.0



FEMA



Table of Contents

Sport and Special Event Staff Training and Development	i
Table of Contents	i
Course Description	1
Overview	1
Scope	1
Target Audience.....	1
Prerequisites	2
Recommended Training.....	2
Course Length	2
Required Materials/Facilities	2
Learning Environment	3
Testing/Certification	3
Registration and Attendance	4
Participant Photo Identification Requirements.....	4
Evaluation Strategy	5
Course Design Matrix	6
Module 1 - Introduction	6
Module 2 – Training Fundamentals	7
Module 3 – The Basis for Training	8
Module 4 – Staff Management and Retention	10
Module 5 – Increasing Staff Capability	12
Module 6 – Training Design, Development, and Implementation.....	14
Module 7 – Drills and Exercises	15
Module 8 – Capstone	17
Module 9 – Course Summary.....	19
Course Agenda	20
Reference List	21



Course Description

Overview

Sport and special event staff members are essential for the overall success of the event through enforcement of safety regulations, crowd management and control, emergency response, and security measure implementation. Their presence and vigilance help prevent incidents and ensure the well-being of all involved. This course brings together first responders, government, and commercial facilities personnel to improve safety and security training and development programs for stakeholders assigned to and responsible for public safety at sporting and special events.

Scope

The overall goal for this training is to provide tools and methodologies for training and developing stakeholders assigned to and responsible for public safety at sporting and special events through comprehensively reviewing safety and security staffing challenges, whole community training requirements, and the management and continuous improvement of sport and special event training programs.

This training is applicable across the United States regardless of the venue size, capacity, or type of event. Those who successfully complete this course should be able to use this training to develop or improve staff training and development programs for any sport or special event venue.

Target Audience

The target audience for this course consists of the following:

- Venue and Event Managers
- Facilities (Operations) Personnel
- Security Personnel
- Event Staff Managers
- Law Enforcement
- Risk Managers
- Emergency Management
- Event Planners/Organizers
- Athletics Personnel
- Fire and Emergency Services
- Medical Personnel
- Volunteer/NFP Supervisors
- Event Service Providers



Prerequisites

None

Recommended Training

Successful completion of:

- *AWR-167: Sport and Special Event Risk Management* (The DHS/FEMA NTED course is offered upon request and is delivered by NCS4 in partnership with TEEX).

Course Length

16 Hours

Required Materials/Facilities

The course materials include:

- Participant Guide
- Instructor flip chart
- Pre- and Post-Tests
- Course evaluation forms
- Name tents
- Dry erase markers (6-8 black, blue, red – additional colors as desired)
- Pens
- Laptop
- Projector
- Projector screen
- Extension cord and power strip
- Audio equipment: sound system connections or portable laptop speakers

Facilities should be climate-controlled classroom style with table seating to facilitate team/participant exchanges and activities.



Learning Environment

This course must be taught in an environment conducive to participant success. Instructors must ensure the classroom adheres to the following:

- Adequate lighting is available for participants
- Classroom is at a comfortable temperature (e.g., not too cold or hot)
- Minimal outside noise that could distract participants during the course
- Classroom is set up so that all participants are able to see the content and participate in the course
- Evacuation plan is available in case of emergency
- Emergency systems are operable (emergency exits, emergency lighting)
- Any environmental and/or safety hazards are identified and eliminated or controlled (e.g., insects, slip/trip/fall hazards)
- All equipment and tools being utilized are operable and in good condition

Testing/Certification

The instructor will use oral questioning during the presentation of each module to assess participants' mastery of the material. Problem areas identified during questioning will be reviewed in further detail.

The course activities within each module assess participant understanding and apply knowledge obtained during the module. Discussion of responses further allows the instructor to assess mastery of the module's material.

Following DHS standards, a Pre-Test and Post-Test are administered to measure participants' understanding of the course material. Participants are required to score 70% or better on the Post-Test and attend 80% of the course hours in order to receive a course certificate of completion.

If a participant scores below 70% the instructor(s) are available to provide remediation with the student to address specific areas of emphasis. Participants will be allowed up to two additional attempts to pass the Post-Test; total available attempts on the Post-Test is three. If the participant still scores below 70% after the two Post-Test re-takes, no course certificate of completion will be issued and the participant must re-take the course at a future date and pass the Post-Test to receive the course certificate of completion.



Registration and Attendance

Attendance is crucial in order to receive credit for this course. All participants must complete registration prior to the beginning of the course, sign the attendance roster for each day of the course, attend 80% of the course hours, and complete the evaluation at the end of the course in order to receive a certificate of completion.

Participants will register for the course online (<https://teex.org/program/sports-and-special-events-management/>). Under the training tab, participants will:

1. Select DHS/FEMA-Funded
2. Select the course and click the *Register* button.
Note: Participants will be asked to log into *myTEEX Student Portal* with their existing TEEX account (or create an account if they are new students).
3. Read the Class Information page to ensure you are enrolling in the correct session and location. Select *Continue*. On the Class Fees and Options page, select *Continue*.
4. Enter your information on the Participant Information page. Select *Continue*.
5. Enter the Order Details and Payment Options then select *Finish*.

A FEMA Student Identification Number (SID) is required to register for and participate in any training provided by FEMA agencies. All FEMA training providers, registration systems, and enrollment procedures are required to use this FEMA SID, which can be obtained (<https://cdp.dhs.gov/femasid/Register.aspx>) or with TEEX assistance upon arrival for class.

Participant Photo Identification Requirements

Participants attending face-to-face classroom training events will be required to provide photo identification. Participant identification will be verified by a TEEX designated representative the morning of the first day of class. The proof of identification should include the full name and photograph of the individual. The following are acceptable forms of photo identification:

- State-issued ID such as a Driver's License or Identification Card
- United States or Foreign Passport
- National Identity Card
- U.S. Military Card (front and back)
- Permanent Resident Card
- Certificate of Citizenship
- Certificate of Naturalization
- Employment Authorization Document
- Employee ID or Badge with photo.

For more information, please refer to the Participant Handbook on the TEEX website.



Evaluation Strategy

This course concludes with a survey of individual participants using the DHS/FEMA National Preparedness Directorate/National Training and Education Division (NPD/NTED) Kirkpatrick Level I evaluation form. This evaluation utilizes a 5-point Likert-type scale to evaluate the course, instructor performance and course benefit. Kirkpatrick Level II evaluations are conducted through the administration of pre-and post-course exams. Level III evaluations will be conducted by email surveys approximately 90 days following the conclusion of the course.



Course Design Matrix

Module 1 - Introduction

Scope Statement

The purpose of this module is to provide an overview of course topics, administration, and the requirements for course completion credit.

Terminal Learning Objective (TLO)

This module's function is to provide a course introduction. It does not have a terminal objective.

Enabling Learning Objectives (ELOs)

This module's function is to provide a course introduction. It does not have enabling objectives.

Lesson Topics:

This module includes the following topics:

- Course goal
- Course target audience
- Course delivery methods
- Course administration requirements: schedule, safety, examinations, evaluations

Instructional Strategy

This module is delivered through facilitated lecture and course discussions.

Assessment Strategy

The Pre-Test establishes a baseline of participant knowledge of course materials. There is no passing score.

Practical Exercise (PE Statement)

A Pre-Test is administered.



Module 2 – Training Fundamentals

Scope Statement

The purpose of this module is to provide an overview of staff training and development challenges. Participants will be able to describe the importance of and training needs for staff of sport and special events.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to determine staff training and development needs and principles for sport and special events.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Describe the significance of staff training and development for sport and special events.
2. Determine staff training and development challenges for sport and special events.
3. Describe training needs for sport and special events using the NCS⁴ Security Pyramid.
4. Perform a training needs assessment for sport and special events using the ADDIE training model.

Lesson Topics:

This module includes the following topics:

- Significance of training and development
- Training and development challenges
- Training needs
- ADDIE Model

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.

Practical Exercise (PE Statement)

The purpose of this module's activity is to enable participants to perform a training needs assessment using the ADDIE training model within the parameters of a given scenario.



Module 3 – The Basis for Training

Scope Statement

The purpose of this module is to utilize the provided tools to contextualize considerations for event administration. Participants will gain a holistic understanding of administrative processes impacting staff training and development.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to analyze the administrative framework for sport and special events.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Identify the influence governance and policy have on sport and special event administration, staffing, and training.
2. Recognize the impact contracting and procurement has on sport and special event training.
3. Examine staff models for sport and special events.
4. Examine opportunities to include staff training requirements in the contracting and planning process.
5. Associate quality assurance and continuous improvement for sport and special event training.

Lesson Topics:

This module includes the following topics:

- Governance and policy
- Staff models
- Contracting and procurement
- Staff training, contracts, and planning
- Quality assurance

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.



Practical Exercise (PE Statement)

The purpose of this module's activity is to identify potential areas of improvement to event administrative processes, and training opportunities.



Module 4 – Staff Management and Retention

Scope Statement

The purpose of this module is to equip the participants with tools and techniques for successful staff management. Participants will engage in discussion and activities designed to optimize staff recruitment and retention.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to develop staff management and retention strategies for sport and special events.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Describe the impact service goals have on sport and special event training.
2. Discuss staff recruitment and onboarding for sport and special events.
3. Analyze incentive programs for sport and special event staff retention.
4. Discuss the relationship between staff development and retention in sport and special events.
5. Generate a staff retention strategy for a given sport and special event scenario.

Lesson Topics:

This module includes the following topics:

- Service goal impacts
- Staff recruitment and onboarding
- Retention Incentives
- Staff development-retention relationship
- Staff retention strategy

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.



Practical Exercise (PE Statement)

The purpose of this module's activity is to generate a staff retention strategy for sport and special event personnel.



Module 5 – Increasing Staff Capability

Scope Statement

The purpose of this module is to provide an overview of communication and training requirements. Participants will apply communication techniques and determine training requirements.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to evaluate communication and training needs to increase sport and special event staff capability.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Compare the similarities between the event distributed leadership model and the Incident Command System (ICS).
2. Describe the 1/3-2/3 Planning Rule as a guide for sport and special event communication.
3. Contrast baseline training needs and specialized training requirements for sport and special event staff.
4. Categorize the knowledge, skills, and abilities (KSAs) associated with a specific sport and special event training need.

Lesson Topics:

This module includes the following topics:

- Leadership model comparison.
- 1/3-2/3 Planning Rule
- Baseline and specialized training
- Identifying specific training KSAs

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.



Practical Exercise (PE Statement)

The purpose of this module's activity is to identify relevant knowledge, skills, and abilities for a particular training need.



Module 6 – Training Design, Development, and Implementation

Scope Statement

The purpose of this module is to provide an overview of training opportunities, methodologies, and tools. Participants will engage in activities demonstrating a constructed brief for a given scenario.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to assemble successful training design and development techniques.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Recognize training opportunities and methodologies for sport and special event staff training.
2. Discuss job tools used to support event information dissemination.
3. Construct a standard briefing using the 1/3-2/3 Planning Rule.
4. Demonstrate a briefing for a given sport and special event scenario.
5. Recognize the importance of training documentation for sport and special event staff.

Lesson Topics:

This module includes the following topics:

- Training opportunities and methodologies
- Event information dissemination tools
- Briefing construction
- Briefing demonstration
- Training documentation importance

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.

Practical Exercise (PE Statement)

The purpose of this module's activity is the construction and demonstration of a training briefing using the 1/3-2/3 Planning Rule.



Module 7 – Drills and Exercises

Scope Statement

The purpose of this module is to provide an overview of drills and exercises for sport and special events. Participants will construct drills and select measurement and evaluation strategies.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to formulate an effective exercise implementation and evaluation program.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Describe the components of drills and exercises for sport and special events.
2. Explain the importance of using drills and exercises as a component of staff training and development.
3. Identify opportunities for drills and exercises pertaining to sport and special events.
4. Construct a drill based on a given sport and special event scenario.
5. Define measurement and evaluation strategies for sport and special event drills and exercises.
6. Discuss the importance of After-Action Reports (AARs) for sport and special event drills and exercises.
7. Select a measurement strategy for the constructed drill.

Lesson Topics:

This module includes the following topics:

- Drill and exercise components
- Drill and exercise importance
- Drill and exercise opportunities
- Drill construction
- Measurement and evaluation strategies
- Measurement strategy
- After-Action Report

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.



Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.

Practical Exercise (PE Statement)

The purpose of this module's activity is to construct a training drill and appropriate evaluation measures for the training drill.



Module 8 – Capstone

Scope Statement

The goal of this module is to provide participants with the opportunity to apply the knowledge, skills, and abilities learned in this course. Participants will develop a training experience based on the ADDIE training model.

Terminal Learning Objective (TLO)

Upon successful completion of this module, participants will be able to create components of a training program for a given scenario utilizing the ADDIE model.

Enabling Learning Objectives (ELOs)

Upon successful completion of this module, participants will be able to:

1. Analyze training needs for a given sport and special event scenario.
2. Determine training design for a given sport and special event scenario.
3. Develop a training experience for a given sport and special event scenario.
4. Implement a training experience for a given sport and special event scenario.
5. Determine the evaluation strategy for the implemented training experience.
6. Execute an After-Action Review (AAR) for a given sport and special event scenario.

Lesson Topics:

This module includes the following topics:

- Analyzing training needs
- Determining training design
- Developing training
- Training implementation
- Determining evaluation strategy
- After-Action Review

Instructional Strategy

This module is delivered through facilitated lectures and interactive discussions. Key concepts are reinforced through activities, examples, and current events.

Assessment Strategy

The instructor will observe participant contributions and reinforce module objectives by applying lesson topics to the activities.



Practical Exercise (PE Statement)

The purpose of the capstone activity is to provide participants with the opportunity and context to apply the ADDIE training model to analyze training needs, and to design, develop, implement, and determine appropriate evaluation strategies for a given scenario.



Module 9 – Course Summary

Scope Statement

This module is a brief summary of the course. Participants will also complete the course evaluation and take the Post-Test.

Terminal Learning Objective (TLO)

The purpose of this module is to provide a course summary, conduct a course evaluation, and complete the post-test as the final assessment of knowledge. This module does not have a terminal objective.

Enabling Learning Objectives (ELOs)

The purpose of this module is to provide a course summary, conduct a course evaluation, and complete the post-test as the final assessment of knowledge. This module does not have enabling objectives.

Lesson Topics:

This module includes the following topics:

- Course summary
- Course evaluation
- Post-Test

Instructional Strategy

This module is delivered through facilitated lecture and interactive discussion.

Assessment Strategy

The Post-Test measures participants' acquisition of knowledge in this course. Participants are required to score a 70% or better on the post-test in order to receive a course certificate of completion.

Practical Exercise (PE Statement)

A Post-Test is administered.



Course Agenda

This course includes nine distinct modules incorporating lectures, discussion, and group exercises. There are activities and exercises designed to allow participants to apply information covered during the module. A concluding exercise is the final module of the course and allows participants to apply the materials covered during the course.

Day 1:

Module 1 Course Introduction	1 Hour
Module 2 Training Fundamentals	2 Hours
Module 3 The Basis for Training	1.5 Hours
Module 4 Staff Management and Retention	1.5 Hours
Module 5 Increasing Staff Capability	2 Hours

Day 2:

Module 6 Training Design, Development, and Implementation	2 Hours
Module 7 Drills and Exercises	2 Hours
Module 8 Capstone	3 Hours
Module 9 Course Summary	1 Hour



Reference List

The University of Southern Mississippi. *Commercial Sports and Entertainment Facilities Safety and Security Best Practices Guide*. 2022. Accessed 07/12/2023. <<https://ncs4.usmedu/knowledgeportal/best-practices>>

The University of Southern Mississippi. 2023. NCS⁴ Training Needs Assessment. Accessed 07/12/2023.

The University of Southern Mississippi. 2022. *Venue Security Director Survey Industry Report*. Accessed 07/12/2023. <https://issuu.com/ncs4southernmiss/docs/venue_director_survey_report-single>

U.S. Department of Homeland Security (DHS). 2013, National Infrastructure Protection Plan (NIPP). Washington, D.C: DHS. Accessed 07/12/2023. <<https://www.cisa.gov/default/files/publications/national-infrastructure-protection-plan-2013-508.pdf>>

U.S. Department of Homeland Security (DHS). 2022. *National Preparedness Report*. Accessed on 7/12/2023. https://www.fema.gov/sites/default/files/documents/fema_2022-npr.pdf