AN EFFECTIVE MODEL FOR TRAINING PROGRAM STAFF

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Presenters

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Outcomes

• Introduce the Outcome Model
• Emphasize staff assessment
• Emphasize specific training concepts

Action steps

• Assess (or re-assess) your program’s staff and trainings
• Start to design (or re-design) your program’s staff training structure
• Identify how to implement specific training concepts into your program
The Outcome Model

**Core Principles & Strategies**

**Management Cycle**

1. **Identify & Confirm the Desired Outcomes**
2. **(Re) Assess Program Elements**
3. **(Re) Design the Experience**
4. **Compare the Outcomes with the Desired Outcomes**

**Design Cycle**

1. **Administrative**
   - While designing entire program
   - Identify & Confirm the Desired Outcomes
   - (Re) Assess Program Elements
   - (Re) Design the Experience

2. **Staff training**
   - While designing and running trainings

3. **Regular Programming**
   - While delivering programs
   - Manage the Experience

Outcome Model credit: Paul Nicolazzo
The Outcome Model

Assess

Trainer self-assessment

Trainer assessment of trainees (staff)

• Amount and relevance of previous field experience

• Level of necessary competencies
  • Outdoor and Technical
  • Personal and Interpersonal
  • Teaching and Facilitation
  • Etc.

Important that staff understand the when, what, and how of their assessment.
The Outcome Model

Assess

Assessment of other program elements

- Participants/clients
- Available sites
- Resources
- Hazards and risks
The Outcome Model

Outcomes

- Develop competencies
  - Outdoor and Technical
  - Personal and Interpersonal
  - Teaching and Facilitation
  - Etc.
- Fun
The Outcome Model

Activity design

• Framing
• Site management plan
• Seamless progressions
• Effective training strategies
• Formal or informal assessment plan

Design must prioritize safety over other outcomes
The Outcome Model

**Design Cycle**

1. Identify & Confirm the Desired Outcomes
2. (Re) Assess Program Elements
3. (Re) Design the Experience
4. Manage the Experience
5. Compare the Outcomes with the Desired Outcomes
6. Design Cycle

Assessment, Outcomes, and Design must all be in alignment before starting.
The Outcome Model

Manage the Experience

- Facilitate the training activity
- Observe what happens
- Take notes for assessment purposes
- Activity, feedback, and reflection
- Intervene for safety or quality purposes
The Outcome Model

Evaluate

• What actually happened?
• Were the desired outcomes met?
• Accidental outcomes?
The Outcome Model

Re-Assess, and...
The Outcome Model

Short activity

Identify one entry-level position or role within your program

• What unique skill sets does your program require of that position?
• How would you categorize those skills?
• What are the desired outcomes of an entry-level training, beyond the minimum hiring standards?
Specific Training Concepts

Scenario Based Training

Testing to Skill Failure

Structured Feedback

Positioning

Progressions
Specific Training Concepts

Scenario based training

- Provides a controlled training environment that mirrors actual working conditions
- Applies basic concepts to realistic situations
- Especially helpful to practice skills and decision making in high stress situations
  - Wilderness medicine
  - Avalanche rescue
  - Emergency response
Specific Training Concepts

Scenario based training

- Basic concepts should be taught previously
- Must be realistic
- If it’s a skill that will be performed under stress, the scenario must be designed with an appropriate component of stress
- Use video if possible
Specific Training Concepts

Scenario based training
Specific Training Concepts

Testing to skill failure

- Reveals limits to both trainees and trainers
  - Aligns perception with reality
  - Identifies developmental needs
- Applied after concepts are understood
- Consequences of failure cannot result in injury
Specific Training Concepts

Testing to skill failure
Specific Training Concepts

Structured feedback process

- Self
  - Facilitates self-reflection and accountability
- Peer
  - Practice assessing others
  - Facilitates their own learning
- Trainer
  - Perspective of the program and best practices
  - Observe assessment skills of all participants

Must be a safe learning environment
Specific Training Concepts

Positioning

• Reasons for different positions
  • Safety
  • Communication and instruction
  • Feedback
  • Intervention
  • Assessment
  • Relationship building
  • Participant independence
• Travel positioning vs stationary activity positioning
Specific Training Concepts

Travel Positioning

- Lead/Sweep
- Lead/Lead
- Lead/Far Lead
- Middle positioning
- Far Sweep/Far Sweep

Design Cycle

- Identify & Confirm the Desired Outcomes
- (Re) Assess Program Elements
- (Re) Design the Experience
- Core Principles & Strategies

Management Cycle

- Compare the Outcomes with the Desired Outcomes
- Manage the Experience
Specific Training Concepts
Stationary Activity Positioning
Specific Training Concepts

Progressions

• Acknowledges learning as a continuum
• Involves incremental and attainable increases in skill performance
• Necessary for skill development
• Critical for risk management
Specific Training Concepts

Progressions

Self Arrest

1. Practice body position on flat ground (no ice axe)
2. Slide in sitting position and arrest (no ice axe)
3. Slide in more difficult positions and arrest (no ice axe)
4. Repeat steps 1-3 with ice axe
5. Repeat steps 1-4 with pack
6. Repeat on steeper terrain, different snow conditions, etc.
Specific Training Concepts

Design Cycle
- Identify & Confirm the Desired Outcomes
- (Re) Design the Experience
- (Re) Assess Program Elements
- Compare the Outcomes with the Desired Outcomes

Management Cycle
- Manage the Experience
- Core Principles & Strategies

Progressions
Activity

Using entry level position from before

- How can the training concepts be used to meet specific outcomes that you identified?
  - Scenario based training
  - Testing to skill failure
  - Positioning
  - Structured feedback
  - Progressions

- How will this add to your assessment of your staff?
The Outcome Model

Design Cycle
- Identify & Confirm the Desired Outcomes
- (Re) Assess Program Elements
- (Re) Design the Experience

Management Cycle
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- Compare the Outcomes with the Desired Outcomes
- Manage the Experience
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Thank you!

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Find us at the WMTC vendor booth