VENUE SPECIFIC TRAINING
-
CURRICULUM OUTLINE

CROWD MANAGER SUPERVISOR (CMS)

CMS Phase Four

As in Phase Two this document is intended to serve as a guideline for the development of venue-specific training for the Crowd Manager Supervisor (Phase Four) program. It is recommended this training be incorporated within the existing annual and / or pre-season training that the venue currently provides for its event employees. It should also be used as part of staff orientation used for new supervisory event staff at the venue. Additionally, this training should be repeated each year or before the start of each season.

1. <u>Introduction and Administration</u> – Introduce the instructor(s), point out the location of the nearest restrooms, water fountain, and designated smoking areas. Review the ground rules for the training (e.g. silence mobile phones, refrain from talking or texting during the class). End by reviewing the emergency procedures (e.g. how to report a problem and / or evacuate the room) for the classroom as a way of modeling proper behavior.

2. <u>Module D (1 Hour)</u> – The goal of this module is to help the supervisor understand their role within the larger organization that will plan, prepare, respond to, and recover from any incident(s). Supervisors must understand that they are a critical link between the decision-makers within the Venue Operations Center (VOC) or Command Post (CP) and the crowd managers that have been assigned to them and who will facilitate most of the crowd movement.

   a. Venue Operations Center (VOC) / organizational familiarization – If possible, the supervisors should be given a tour of the VOC and provided with an organizational chart that details the roles, responsibilities, and command relationships between each organization. This section should also cover the following information:
      i. Venue command structure
         1. Event operations (normal)
         2. Incident command (emergency)
      ii. Incident communications
      iii. General roles and responsibilities

b. Emergency management model – This section should present an actual or hypothetical scenario that illustrates how the venue plans, prepares, responds, and recovers from an incident. This is an introduction to the process that will be more fully developed in the Module E exercise.

c. Incident Action Plan (IAP) familiarization – The intent of this section is to provide the supervisors with insights into the depth and breadth of the venue's planning process. These plans may reside at the municipal or county level but should be summarized to cover the venue's efforts to plan, prepare, respond to, and recover from the following types of incidents:

    i. Active shooter / sniper

    ii. Civil disturbance

    iii. Environmental risk

        1. External

        2. Internal

    iv. Venue fire

    v. Medical emergency

    vi. Power failure

    vii. Suspicious:

        1. Package

        2. Person

        3. Vehicle

d. Risk Mitigation – This section parallels the information presented in Module Six of the web-based, CMS (Phase Three) training. This is the most important section within the CMS venue-specific training because it details exactly how supervisors, and their assigned crowd managers, are involved in risk mitigation. The instructor should use specific examples whenever possible and clearly lay out the supervisor's responsibilities to the venue, their employees, and the visiting public. This section should include the following:

    i. Prevention

        1. Supervisor preparation

        2. Pre-event briefings

3. Posting procedures
    a. Post briefings
    b. Skill demonstration(s)
    c. Brief-backs
4. Pre-event inspections

ii. Response
1. Phases of emergency crowd movement
    a. Alert / notification
    b. Initiation of movement
    c. Flow
    d. Verification
    e. Recovery
2. Types of emergency crowd movement
    a. Limited movement procedures
    b. Sheltering procedures
    c. Directed evacuation procedures
    d. General evacuation procedures

iii. Investigation
1. Venue documentation
    a. Maintenance requests
    b. Incident reports
    c. Performance evaluations (TCM)
2. Debriefings
    a. TCM debriefings
    b. Post-event debriefings
    c. Post-incident debriefings

2. <u>Module E (1 hour)</u> – This module is a series of short vignettes organized into a table top exercise (TTX) that is intended to give the supervisors some practical experience with the venue's Emergency Operations Plan (EOP) and / or specific Incident Action Plans (IAPs).

a. Venue TTX – The supervisors should be divided into groups of 4 – 6 individuals and seated around tables. The instructor should present the class with a scenario, give them time to discuss their response and then select a few tables to brief their

actions to the larger group. The instructor should facilitate a discussion of each scenario and encourage participation. Following each scenario the instructor should review the venue's plans and procedures for this type of event. This process should be repeated for each of the following suggested scenarios:

 i. Scenario 1 (severe weather / shelter-in-place movement)
 ii. Scenario 2 (suspicious package / limited movement or directed evacuation)
 iii. Scenario 3 (venue fire / general evacuation)

b. Venue EOP assessment (not timed) – The post-training assessment is important because it provides the venue with some measure of the training's effectiveness and this is especially important for supervisors as their competence is critical for the venue. The key to the assessment is to make it worthwhile without making it too difficult. It is intended to be an "open-note" assessment and although some failures are inevitable, the instructor should strive for a failure rate that is less than 10%. The test should conform with the following requirements:

 i. 25 multiple choice questions that may be incorporated within a larger assessment of venue guest services or other venue-specific training
 ii. 20 correct answers required to pass
 iii. Students may use their notes, maps and other training aides
 iv. Venue retains copies of each individual's test for two years
 v. Sample CMS (Phase Four) questions: {*Each venue should develop an assessment specific to their venue, covering the points felt to be most important for the participant know after completing the training. These samples are provided to get you started and assist with the wording of questions.*}

  1. Supervisors should use which of the following tools to train their assigned crowd managers on emergency response procedures:
   a. Post briefings and posting procedures
   b. Post-event debriefing
   c. Skill demonstration
   d. Pre-event briefing
   e. **All of the above**

2. As a supervisor you must help facilitate crowd movement within the venue. Which of the following choices describes the best course of action for a supervisor during a general evacuation?
   a. Move to the Venue Operations Center (VOC)
   b. **Position yourself near choke points or other movement impediments to help calm the crowd and keep it moving**
   c. Leave the venue and wait outside until the all clear is given
   d. All of the above

3. How will the venue communicate warnings about severe weather?
   a. **Pre-event briefings, radio updates, venue AV and PA systems**
   b. Local television and radio
   c. No announcements will be made so as not to frighten the public
   d. The event manager will make an announcement