

EXERCISE STARTER KIT

# Preparedness in a Pandemic Exercise Starter Kit

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Facilitator Guide | September 2020



## Preparedness in a Pandemic Exercise Starter Kit (ESK)— Facilitator Guide

This **Preparedness in a Pandemic Exercise Starter Kit**, adapted from materials issued by the Federal Emergency Management Agency (FEMA) helps municipal partners conduct a workshop on preparedness in a pandemic. The questions and considerations contained in the guide were extracted from a significantly longer list within from FEMA's [COVID-19 Pandemic Operational Guidance for the 2020 Hurricane Season](#).

Using that document as the primary reference, this facilitator guide provides a condensed number of planning considerations and discussion questions to help guide internal conversations and decisions. The Exercise Starter Kit also includes PowerPoint conduct slides for exercise presentation.

**Please review this document and tailor the material by selecting the questions that address the needs of your specific organization.** Update the content that is **highlighted in red** for individual deliveries of this workshop.

### Workshop Conduct Recommendations

- This workshop, intended to be guided by a facilitator, is designed for remote delivery, either via webinar or conference call.
- Use this facilitator guide in conjunction with the associated **sample conduct slides** provided as part of the Exercise Starter Kit.
  - This facilitator guide includes directions to the facilitator and additional questions or topics for consideration *highlighted in blue italics* that do not appear on the sample conduct slides. This is meant to serve as additional guidance for the facilitator to help navigate the discussion with participants.
  - **The slide numbers below refer to the slide numbers in the sample conduct slides after the blue instruction slides are removed.**
- These sample materials are designed for a two to four-hour, discussion-based workshop; you may decide that dividing content into multiple workshop sessions is a better approach for your organization. The workshop's duration and structure should be determined by your organization based on your internal needs.
- Options for flexible delivery of this workshop include:
  - A streamlined session that eliminates areas that have been addressed through other planning efforts.
  - One session, either in a plenary session or by incorporating breakout groups, to address all exercise objectives.
  - An overview meeting for the entire planning team, followed by smaller team meetings, organized by checklist topic. Once all team meetings have been completed, a concluding plenary session should be held to share and deconflict plans for each checklist topic.
  - An overview meeting for the entire planning team followed by a series of plenary sessions by checklist topic.

- Recommended participants for this workshop include: Emergency Managers, Public Safety representatives, healthcare professionals, public health officials, security professionals, continuity managers, human resources, facilities managers, budget/financial officers, contracting personnel, critical infrastructure and private sector partners, or other leadership and staff, and other participants as appropriate.
- Before the workshop, participants may wish to review the [Massachusetts Guidance for Mass Care Operations in a Pandemic Environment](#) issued in July 2020.
- The conduct slides may be sent out to participants in advance (once they have been customized). This will help familiarize participants with the questions to prepare them for the discussion. Questions can be distributed to different groups of staff to address each of the checklist topics.

**REMINDER: Any changes made to the sample conduct slides should also be reflected in this facilitator guide.**

Facilitator Instruction Table

NOTE: Slide numbers listed below reflect the slide number once the instructional slides included in the sample slides are removed.

Slide #	Time	Slide Title/Content	Facilitator Notes
1		Title Slide	
<b>WELCOME AND INTRODUCTIONS [Insert Time]</b>			
2	[insert time]	Welcome and Introductions	<p><i>When participants are ready:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Provide initial remarks.</i></li> <li>▪ <i>Explain that the purpose of this workshop is to facilitate a discussion within SLTT governments around preparedness, response, and recovery considerations during a pandemic.</i></li> <li>▪ <i>Introduce yourself as the facilitator and explain that the facilitator is responsible for keeping the discussion focused on workshop objectives and exploring all issues within the time allotted.</i></li> <li>▪ <i>Explain that with hurricane season approaching (or specific hazard to your geographic location), this ESK can be used to assist SLTT governments with evaluating current hurricane (or all-hazards) response and recovery capabilities during a pandemic.</i></li> <li>▪ <i>Introduce any additional speakers and allow time for welcoming remarks.</i></li> <li>▪ <i>With small participant groups, allow time for participants to introduce themselves.</i></li> <li>▪ <i>Given that you are likely to conduct this workshop remotely, address specific protocols (such as muting your microphones when not speaking, etc.) that will provide for an effective virtual meeting. See Appendix A of this guide for a list of facilitator best practices.</i></li> </ul>
<b>WORKSHOP SCHEDULE [Insert Time]</b>			

Slide #	Time	Slide Title/Content	Facilitator Notes
3	[Insert Time]	Workshop Schedule	<p><i>Briefly go over the agenda and workshop schedule:</i></p> <ul style="list-style-type: none"> <li>▪ Welcome and Introductions</li> <li>▪ Workshop Schedule</li> <li>▪ Workshop Overview</li> <li>▪ Current Situation Update</li> <li>▪ Facilitated Discussion</li> <li>▪ Action Items and Takeaways</li> <li>▪ Closing Remarks</li> </ul>
<b>WORKSHOP OVERVIEW [Insert Time]</b>			
4	[Insert Time]	Workshop Overview	<p><i>Provide an overview of the workshop:</i></p> <p><b>Purpose:</b> Provide [your organization name] an opportunity to discuss and evaluate current preparedness, response, and recovery capabilities while operating in a pandemic environment.</p> <p><i>Explain that the Preparedness in a Pandemic Exercise Starter Kit provides partners with preparedness solutions to discuss internally, as well as considerations, action items, and discussion questions for evaluation of their preparedness capabilities while operating during a pandemic. Planners need to remain flexible to continually reassess workplace conditions, the implications of new public health recommendations and additional guidance.</i></p> <p><b>Scope:</b></p> <ul style="list-style-type: none"> <li>▪ This will be a [insert duration] discussion-based workshop. <ul style="list-style-type: none"> <li>▫ <i>Explain the structure of the workshop if you have decided to conduct a plenary session, multiple sessions or breakouts, etc.</i></li> </ul> </li> <li>▪ Following an overview of the current situation, participants will engage in a discussion based on the <i>COVID-19 Considerations During Disaster Operations Checklists for Emergency Managers</i>.</li> </ul>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ul style="list-style-type: none"> <li>▪ Discussion questions are organized based around three checklist topics: <b>Preparedness, Response, and Recovery Considerations.</b></li> </ul> <p><i>Explain that participants in this workshop will discuss questions developed in the context of a pandemic to review their current all-hazards plans. In today’s workshop, we will validate current capabilities and discuss the challenges we will face as our organization prepares for, responds to, and recovers from a simultaneous event (e.g., hurricane and pandemic).</i></p> <p><i>Ask whether participants have any questions.</i></p>
5	[Insert Time]	Workshop Objectives	<p><i>Review the workshop objectives.</i></p> <ol style="list-style-type: none"> <li>1. Discuss the challenges of conducting response and recovery operations during a pandemic event.</li> <li>2. Determine if current preparedness, response, and recovery capabilities are sufficient to support simultaneous disasters, one being a pandemic</li> <li>3. Identify how plans, policies, and practices may need to be adapted to support scalable and flexible operations.</li> <li>4. Develop an action plan that defines the next steps required to adapt response and recovery plans.</li> </ol>
6	[Insert Time]	Workshop Guidelines	<p><i>Review the workshop guidelines with participants. Tell participants that identifying issues is not as valuable as making suggestions and recommending actions that could improve efforts; problem-solving should be the focus.</i></p> <ul style="list-style-type: none"> <li>▪ The desired outcome from this workshop could include a roadmap for a functional all-hazards plan tailored to an organization’s unique needs and missions.</li> <li>▪ This is an open, no-fault environment – varying viewpoints, even disagreements, are expected.</li> <li>▪ Please base your responses on current guidance and plans, policies, procedures, capabilities and resources.</li> <li>▪ Consider different approaches and suggest improvements.</li> </ul>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ul style="list-style-type: none"> <li>▪ There is no “hidden agenda,” nor are there any trick questions.</li> <li>▪ <span style="color: red;">[Insert additional guidelines as appropriate.]</span></li> </ul>
<b>CURRENT SITUATION UPDATE <span style="color: red;">[Insert Time]</span></b>			
7	<span style="color: red;">[Insert Time]</span>	Current Situation Update	<p><i>Review the current situation and status of the organization.</i></p> <p><i>The Current Situation Update is for your jurisdiction to refer to the most recent information regarding pandemic and operational considerations included, but not limited to, mass care sheltering, hurricanes, wildfires, earthquakes, and other simultaneous disasters</i></p> <ul style="list-style-type: none"> <li>▪ <i>Highlight that this portion of the workshop focuses on the current state of operations.</i></li> <li>▪ <span style="color: red;">[Information can be found on the following webpages to identify the current situation:]</span> <ul style="list-style-type: none"> <li>▫ <span style="color: red;">Mass.gov COVID-19 webpages (DPH, MEMA)</span></li> <li>▫ <span style="color: red;"><a href="#">CDC Coronavirus (COVID-19) Website</a></span></li> <li>▫ <span style="color: red;"><a href="#">Coronavirus.gov</a></span></li> <li>▫ <span style="color: red;"><a href="#">COVID-19 Fact Sheets and Guidance</a></span></li> </ul> </li> <li>▪ <span style="color: red;">[Provide specific information regarding the status of jurisdictions or areas where your organization has facilities, as appropriate.]</span></li> <li>▪ <span style="color: red;">[Provide specific information regarding the status of your organization.]</span></li> </ul>
<b>FACILITATED DISCUSSION <span style="color: red;">[Insert Time]</span></b>			
8	<span style="color: red;">[Insert Time]</span>	Discussion Questions: Preparedness Considerations (1/3)	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p><i>Explain to participants that this section should focus on <b>preparedness</b> considerations.</i></p> <p><b>Preparedness Discussion Questions: Review and Modify</b></p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> <li>1. How will your jurisdiction review and modify your emergency operations plan to align with pandemic guidance, to include social distancing limitations, travel restrictions, fiscal impacts, reduction of government services, and potential impacts to your supply chain?                             <ol style="list-style-type: none"> <li>a. <i>Where will these modifications be captured?</i></li> </ol> </li> <li>2. How will your jurisdiction review and modify your plans in accordance with applicable legal requirements to include special considerations for those with access and functional needs in a pandemic environment?                             <ul style="list-style-type: none"> <li>▫ <b>NOTE:</b> <i>additional information regarding special considerations for <a href="#">individuals with access and functional needs</a> can be found on the CDC website.</i></li> </ul> </li> <li>3. How will your jurisdiction review and update your continuity of operations (COOP) plans to continue essential functions and tasks with little to no interruption as well as a reduction in staffing and resources such as facilities and commodities due to COVID-19 if conditions are further degraded by another disaster event?</li> <li>4. Have you identified orders of succession for key personnel and leadership? Do critical tasks and decision-making have approved delegations of authority? Have you identified alternate sites and capabilities to ensure COOP to include telework?</li> </ol>
9	<b>[Insert Time]</b>	<p style="text-align: center;"><b>Discussion Questions: Preparedness Considerations (2/3)</b></p>	<p><i>Review the following workshop discussion questions with participants. Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p><b>Preparedness Discussion Questions: Consider and Identify</b></p> <ol style="list-style-type: none"> <li>1. Have pandemic response efforts identified new partners, resources, planning shortfalls, or solutions to include in emergency operating plans and annexes, (including private sector partners in grocery, fuel, home mitigation supplies, and medical supplies)?</li> <li>2. Have you considered resourcing secondary emergency management roles and responsibilities to support parallel disasters with extended timelines and limited resources?</li> </ol>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> <li>3. How will you determine if you can use alternate communications and information technology support to operate your emergency operations center virtually?</li> <li>4. How will your jurisdiction incorporate virtual environment delivery platforms into exercise plans to overcome the challenges of limited face to face training, seminars, and workshops?</li> <li>5. How will you coordinate with public health officials to identify guidelines for workforce response?               <ul style="list-style-type: none"> <li>▫ <i>NOTE: local conditions will influence decisions that public health officials make regarding community-level strategies)</i></li> </ul> </li> <li>6. What strategies have you considered to keep a disaster from overwhelming 9-1-1 centers, such as establishing alternate call lines for non-emergency queries from the public, increasing personnel capacity, and coordinating with agencies to divert non-emergency calls to alternate call centers?               <ul style="list-style-type: none"> <li>▫ <i>NOTE: additional information on pandemic operations best practices for SLTT <a href="#">9-1-1 centers</a> can be found on the FEMA website.</i></li> </ul> </li> </ol>
10	<b>[Insert Time]</b>	<p style="text-align: center;"><b>Discussion Questions: Preparedness Considerations (3/3)</b></p>	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Preparedness Discussion Questions: Message and Engage (1 of 2)</p> <ol style="list-style-type: none"> <li>1. Are you coordinating with your partners to determine what changes in processes or procedures are required to develop and disseminate messaging to inform the public of changes in expected services or procedures (e.g., changes to shelter locations, evacuation routes, available transportation methods) due to impacts from a pandemic?</li> <li>2. How will you provide messaging on increased personal preparedness measures, encourage your community to evaluate personal emergency plans, and familiarize themselves with guidance from their local jurisdictions related to a pandemic?</li> <li>3. How will you update pre-scripted messages to incorporate the current recommended Personal Protective Equipment (PPE) posture for disaster survivors (e.g., recommend</li> </ol>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<p>wearing a cloth face covering) and provide deconflicting guidance regarding any stay at home orders or other guidance?</p> <p>4. How will you engage with public health officials to identify guidelines for workforce response in a COVID-19 environment, and to plan for public health support for evacuations and sheltering?</p>
<b>11</b> Break <b>[Remove or adjust timing as needed]</b>			
12	<b>[Insert Time]</b>	<p>Discussion Questions:  <b>Response Considerations</b>            (1/5)</p>	<p><i>Review the following workshop discussion questions with participants.</i>  <i>Add, tailor or augment suggested questions as appropriate for your organization.</i>  <i>Explain to participants that this section should focus on <b>response</b> considerations.</i></p> <p>Response Discussion Questions (1 of 2)</p> <ol style="list-style-type: none"> <li>1. How will you purchase and stockpile appropriate PPE for personnel required to be in the field, including shelter management and shelter personnel?</li> <li>2. Have you reviewed and modified your logistics contracts to ensure you have adequate PPE and necessary commodities during response operations, especially if available resources have been allocated to COVID-19 response?</li> <li>3. Have you modified your evacuation plan to account for limited travel options and hotel availability, increased need for health and medical evacuations, financial limitations of the general public, and additional impacts from COVID-19?</li> <li>4. Have you considered the extra time it may take to evacuate given the need for social distancing for increased mass transit modes (e.g., buses) may require?</li> </ol>
13	<b>[Insert Time]</b>	<p>Discussion Questions:  <b>Response Considerations</b>            (2/5)</p>	<p><i>Review the following workshop discussion questions with participants.</i>  <i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Response Discussion Questions (2 of 2)</p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> <li>5. Have you reached out to your critical infrastructure and private sector partners to assess their ability to respond to an emergency in a COVID-19 environment?</li> <li>6. Do you have a designated point of contact and information exchange platform to continue coordination with critical infrastructure and private sector partners?</li> <li>7. Have you considered expanded use of aerial imagery and other remote sensing capabilities such as drones and webcams to gain and maintain situational awareness and conduct damage assessments?</li> <li>8. Does your EOC have enough information technology personnel to support increased numbers of remote emergency responders? Are they trained to work remotely and support remote work for extended periods on multiple disasters?</li> </ol>
14	[Insert Time]	<p style="text-align: center;"><b>Discussion Questions: Response Considerations (3/5)</b></p>	<p><i>Review the following workshop discussion questions with participants.</i></p> <p><i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p><b>Safety and Security</b></p> <ol style="list-style-type: none"> <li>1. With the potential of decreased law enforcement availability, have you reviewed your contingency plans for on-site security?</li> <li>2. Are your special operations teams (e.g., Search and Rescue, HazMat) still mission capable, and have they adopted CDC guidelines for PPE and training?</li> </ol> <p><b>Shelter</b></p> <ol style="list-style-type: none"> <li>1. Have you considered how personnel/volunteer shortfalls may impact sheltering operations?</li> <li>2. Do sheltering and feeding plans incorporate site selection, social distancing guidelines, masks and PPE requirements outlined by the <u>Massachusetts Guidance for Mass Care Operations in a Pandemic Environment</u>?</li> </ol> <p><i>Explain to participants that additional information on the <u>Massachusetts Guidance for Mass Care Operations in a Pandemic Environment</u> can be found on the mass.gov website - <a href="https://www.mass.gov/doc/guidance-for-mass-care-operations-in-a-pandemic-environment/download">https://www.mass.gov/doc/guidance-for-mass-care-operations-in-a-pandemic-environment/download</a></i></p>

Slide #	Time	Slide Title/Content	Facilitator Notes
15	[Insert Time]	<p>Discussion Questions: Response Considerations (4/5)</p>	<p><i>Review the following workshop discussion questions with participants.</i> <i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Energy</p> <ol style="list-style-type: none"> <li>1. Does your jurisdiction have plans for priority power restoration for individuals with disabilities and health conditions that require power for life sustainment?</li> </ol> <p>Communication</p> <ol style="list-style-type: none"> <li>1. Do you have accessible, multilingual, and culturally appropriate communication materials that address hurricane, flood, tornado, or other hazards preparedness for your communities while under the threat of COVID-19?</li> </ol>
16	[Insert Time]	<p>Discussion Questions: Response Considerations (5/5)</p>	<p><i>Review the following workshop discussion questions with participants.</i> <i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Transportation</p> <ol style="list-style-type: none"> <li>1. Do you have accessible, multilingual, and culturally appropriate updated messaging to share with the public during an evacuation on social distancing to promote healthy behavior during COVID-19?</li> <li>2. Do you have a mechanism to increase public transportation, including accessible buses, vans, etc., if economic impacts preclude citizens from self-evacuating, to include paratransit for people with disabilities?</li> </ol> <p>Hazardous Materials</p> <ol style="list-style-type: none"> <li>1. Do you have the materials and resources needed for a hazardous or toxic materials incident? Have you identified any supply chain issues with procurement?</li> </ol>
17		BREAK <b>[Remove or adjust timing as needed]</b>	

Slide #	Time	Slide Title/Content	Facilitator Notes
18	[Insert Time]	<p>Discussion Questions: Recovery Considerations (1/5)</p>	<p><i>Review the following workshop discussion questions with participants.</i> <i>Add, tailor or augment suggested questions as appropriate for your organization.</i> <i>Explain to participants that this section should focus on <b>recovery</b> considerations.</i></p> <p>Leadership and Authority</p> <ol style="list-style-type: none"> <li>1. Who are the lead agency and individual managing and coordinating disaster recovery efforts? Is this the same agency in charge of pandemic response actions?</li> <li>2. If a different agency is in charge of recovery operations, have you considered how the transition of responsibilities and coordination efforts would occur?</li> </ol>
19	[Insert Time]	<p>Discussion Questions: Recovery Considerations (2/5)</p>	<p><i>Review the following workshop discussion questions with participants.</i> <i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Staffing</p> <ol style="list-style-type: none"> <li>1. Do you have adequate staffing plans to assure continuity in staffing the management and implementation of recovery efforts throughout a COVID-19 environment with municipal/jurisdictional personnel, concurrent with the disaster?</li> <li>2. How will you manage building and housing inspections and re-occupancy procedures, given the constraints and impacts of COVID-19 (e.g., social distancing)?</li> <li>3. Are human resource policies and processes consistent with public health recommendations and state and federal statutes? Do you need to establish new policies (e.g., sick leave, scheduling, control measures) or continue them after COVID-19?</li> <li>4. Have you evaluated the staffing impacts of COVID-19 and the current disaster on your mutual aid partners?</li> </ol>
20	[Insert Time]	<p>Discussion Questions: Recovery Considerations (3/5)</p>	<p><i>Review the following workshop discussion questions with participants.</i> <i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Communications and Engagement</p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> <li>1. What is your process for coordinating messaging related to pandemic and disaster recovery efforts?</li> <li>2. Who is responsible for releasing information to the public within the jurisdiction? Is this the same individual(s) releasing information related to the pandemic? If these are different individuals or organizations, how is that information flow coordinated?</li> <li>3. What community organizations or private sector partners can help amplify important recovery information helping ensure whole of community recovery outcomes are realized?</li> </ol>
21	[Insert Time]	<p style="text-align: center;">Discussion Questions: Recovery Considerations (4/5)</p>	<p><i>Review the following workshop discussion questions with participants.</i> <i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Recovery Planning</p> <ol style="list-style-type: none"> <li>1. How will you manage recovery functions as stipulated in your recovery plan following the constraints and impacts of a pandemic (e.g., potential reduced staffing, budgetary shortfalls)?</li> <li>2. Do you have required software licenses to conduct large-scale public engagements remotely? What is your single meeting participant capacity? Do you have trained personnel to operate these systems?</li> <li>3. How will you provide individuals with access and functional needs, to include those with disabilities, with services in accordance with Centers for Disease Control and Prevention (CDC) guidance? <ul style="list-style-type: none"> <li>▫ <i>NOTE: additional information regarding special considerations for <a href="#">individuals with access and functional needs</a> can be found on the CDC website.</i></li> </ul> </li> </ol>
22	[Insert Time]	<p style="text-align: center;">Discussion Questions: Recovery Considerations (5/6)</p>	<p><i>Review the following workshop discussion questions with participants.</i> <i>Add, tailor or augment suggested questions as appropriate for your organization.</i></p> <p>Recovery Discussion Questions: Financial Management</p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<ol style="list-style-type: none"> <li>1. What are your existing financial management practices for disaster and recovery? What adjustments, if any, are needed to comply with procurement requirements in a pandemic environment? <ul style="list-style-type: none"> <li>▫ <i>NOTE: additional guidance on <a href="#">financial management practices</a> can be found on the <a href="#">Disaster Financial Management Guide and COVID-19 Response FEMA Fact Sheet</a>.</i></li> </ul> </li> <li>2. What is your process to determine eligibility for all relevant funding opportunities? What access do you have to associations that can support disaster-related projects?</li> <li>3. Do your jurisdiction's financial practices and procedures for non-disaster projects follow the same practices and procedures for disaster-related projects?</li> </ol>
23			BREAK <b>[Remove or adjust timing as needed]</b>
			ACTION ITEMS AND TAKEAWAYS <b>[Insert Time]</b>
24	<b>[Insert Time]</b>	Action Items and Takeaways	<p><i>The next section of the workshop – <b>Action Items and Key Takeaways</b> – should prompt participants to review the three checklist topics (Preparedness, Response, and Recovery Considerations) and identify next steps.</i></p> <p><i>Be sure to capture specifics!</i></p> <ul style="list-style-type: none"> <li>▫ <i>Identify specific and actionable steps your organization needs to take next in each of the four topic areas.</i></li> <li>▫ <i>Prompt the group to identify who (person or group) is responsible for taking each of those actions.</i></li> <li>▫ <i>Agree on a timeline and set up a time to reconvene or report back.</i></li> </ul> <p><i>Review the purpose of this segment of the workshop. Ask participants to openly share their thoughts and be respectful of others' perspectives.</i></p> <p><i>The focus of the conversation should be on identifying the action items in each of the three discussion areas; assigning them to individuals or teams for completion; and agreeing on a</i></p>

Slide #	Time	Slide Title/Content	Facilitator Notes
			<p><i>timeline and a time to reconvene or report back. For this portion, feedback on the design and conduct of the workshop itself is secondary.</i></p> <p><i>The facilitator should ensure that everyone has a chance to speak and avoid letting one person control the conversation.</i></p> <ul style="list-style-type: none"> <li>▪ For each of the three discussion areas, identify:           <ul style="list-style-type: none"> <li>▫ Major takeaways</li> <li>▫ Actions needed</li> <li>▫ Person or group responsible for those actions</li> <li>▫ Timeline to reconvene or report back</li> <li>▫ Next steps</li> </ul> </li> </ul> <p><i>Following the workshop, participants will move forward and act on all the issues identified during the discussion.</i></p>
<b>CLOSING REMARKS [Insert Time]</b>			
25	[Insert Time]	Closing Remarks	<p><i>If a senior leader is slated to deliver closing remarks, invite them to speak to the group. If not, offer closing remarks and thank everyone for their participation.</i></p>
<b>ADJOURN [Insert Time]</b>			

## Appendix A: Facilitation Best Practices

Along with the facilitator notes (*highlighted in blue italics*) provided within this guide, the Preparedness in a Pandemic ESK also provides SLTT governments with additional guidance on the role of a facilitator, facilitator best practices, and facilitation tips and tricks. Although facilitation changes based on the exercise and participating audience, facilitators should ensure they have a thorough understanding of the purpose of the ESK and provide notetakers with guidance on what they should be capturing.

### Facilitator Role

As a facilitator your role is to:

- Establish ground rules for participation (e.g., raising hand, unmuting, etc.) and set the discussion tone
- Foster a learning environment through an open dialogue
- Keep participant discussion focused on the activity
- Ensure all viewpoints are represented and summarize participant feedback to build consensus
- Ask questions to clarify issues

### Facilitator Best Practices

A good facilitator strives to be:

- **A Strong Communicator:** communicates effectively, is aware of body language
- **Flexible:** adapts the process to the situation
- **Knowledgeable:** knows the process and how to use it
- **Inclusive:** encourages participation from all group members
- **Organized:** for group sessions, have all materials ready and at hand before the session begins
- **Responsible:** has the best interests of the group in mind and ensures that the needs of the activity are met
- **In control, but not controlling:** manages the group, the process, and the time, but is transparent to the outcome
- **Pays attention:** is aware of group dynamics, energy levels, and the participant needs

**Facilitator tips for Remote Meetings:**

- Send the workshop presentation to the participants prior to the call
- Ensure the participants are familiar with the phone or video conference platform you will be using
- Conduct a test two days prior to your workshop to ensure your conference platform works as intended
- When facilitating, continuously state the slide number for those unable to see your screen
- Decide if you would like the participants to use the chat function during the workshop. If you use it, remember to save the chat transcript before ending the call
- Don't be put off by silence