

NASAR GUIDEBOOK FOR INSTRUCTOR / EVALUATOR / LEAD EVALUATOR



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THIS DOCUMENT REPLACES:

- THE PROGRAM ADMINISTRATION MANUAL (PAM)
- THE INSTRUCTOR POLICIES AND PROCEDURES MANUAL
- THE LEAD EVALUATOR POLICIES AND PROCEDURES MANUAL

EFFECTIVE IMMEDIATELY.

This is Version 2.5 of the *NASAR Guidebook for Instructor / Evaluator / Lead Evaluator*.

DOCUMENT CHANGE RECORD

- 7/2017 Version 2.5 – document published for use
- 7/2017 Version 2 – 2nd draft to instructors and lead evaluators for peer review
- 6/2017 Version 1 – 1st draft to Board and peers for review

Introduction

This guide is a living document that will change and be modified as NASAR continues to mature and grow. It should always be considered a transitional document that is providing guidance and support to an organization that is in constant change and growth. We cannot anticipate all issues and situations but will try to provide enough material to communicate to members, instructors, evaluators, lead evaluators, students, and candidates our intent and give them the ability to make safe, educated, knowledgeable, deliberate, and fair decisions.

This guidebook is the primary policy and general procedure reference for instructors, evaluators and lead evaluators. It is also the policy and procedure reference for performing instruction and examinations.

Our courses and certifications are designed to be flexible in delivery. However, the core material is designed to meet standards and educational objectives that are generally accepted by SAR organizations. You should not modify the course or certification content, but you may selectively replace photos and examples that are more aligned with your SAR region and environment.

It is a privilege to represent NASAR and its membership. Instructors, evaluators, and lead evaluators must respect that privilege and perform to a higher standard that honors the membership and the audience in front of them.

NASAR is an international higher education organization offering SAR classes and certification. We publish education and certification materials and advocate for all SAR responders.

Chapter 1 – How to Become an Instructor or Lead Evaluator

NASAR prides itself in the quality of its courseware, instructors, evaluators, and lead evaluators. To that end, becoming part of the instructor or lead evaluator cadre is not easy. This may frustrate you because you want to gain this position more quickly than is possible or without experience that is crucial to your presentation and instruction capabilities. If teaching or evaluating is what you want to do, then value the process and how it will make you a better instructor and lead evaluator in the end.

Two specific areas of NASAR’s mission are important here: Education and Certification. Instructors teach in our Education Division, and lead evaluators conduct examinations in our Certification Division. These areas are kept separate to maintain integrity of the testing process and respect the requirements of ASTM F3069-14, which is the standard for *Bodies Providing SAR Certifications*.

You have two paths to choose from to become an instructor or lead evaluator. The first path is what most candidates choose and is referred to as the NASAR Experience path. The second path is through an agency that vouches for your previous experience and knowledge. This is referred to as the AHSARJ (Authority Having SAR Jurisdiction) equivalency path. Please read this entire body of documentation regarding the two paths before choosing. The capabilities and benefits of the “equivalency” instructor / lead evaluator are limited compared to those of an Experienced NASAR instructor / lead evaluator.

Although the steps to become an instructor are listed in numerical order, they can be performed in parallel and may overlap.

Instructor - NASAR Experience Path

Step One - to become an instructor you attend the course you wish to teach. You should be attentive and earn the certificate of attendance.

Step Two – is to become and maintain a current individual membership with NASAR. The membership categories that qualify are Life, Veteran, Student, Individual.

Step Three - is to complete the FEMA Independent Study Program (ISP) Course

- IS-242.b Effective Communication

The ISP Program Website can be found at <https://training.fema.gov/is/>

Step Four – is to complete the background verification procedure. You have two options to complete this, one through Verified Volunteers, a

service, or two is through an Agency Having SAR Jurisdiction. See the chapter on background verification in this document.

Step Five – attend the Instructor workshop for your course (either through the online or instructor-led option).

Step Six – fill out the application; include your SAR resume and letters of reference from 2 current NASAR instructors (see the application form template). You must include the certificates from the FEMA ISP you completed (from Step Three) and you may include any other certificates that you believe are applicable. You also need to sign the volunteer confidentiality agreement and include it. Hard copies can be mailed to NASAR at:

NASAR
PO Box 232020
Centreville, VA 20120

You can also scan the entire package and email it to info@nasar.org

Step Seven – you will receive an email providing the status of your application. Once approved, you will have 1 year to successfully co-teach the course you intend to instruct twice with positive critiques from the primary instructor(s) you work with.

Step Eight – once all of your paperwork, background verification and co-teaching is satisfactory, you will receive an instructor certificate and rocker patch in the mail. You will also receive access to instruction files and forms through DropBox (a free web-based file-sharing service). Instructional material that NASAR co-licenses with other publishers or authors may have to be purchased by the instructor (NASAR members receive a discount). Other materials like common forms are available on the NASAR website.

Step Nine – schedule your first class.

Step Ten – keep scheduling and teaching classes. You will qualify for our rewards program based on the number of courses you conduct.

To maintain your instructor status, you must:

- Be the primary instructor of at least one course every two years. Our materials are updated dynamically and workshops on the new material will be presented as appropriate. Without teaching regularly, you will lose your ability to present NASAR materials as they are designed to be presented.

- You must also continue to adhere to the NASAR rules regarding instruction (as explained in this document), paperwork processing, payment, and other published policies.
- You must not have a conflict of interest nor inappropriately disclose nor use NASAR intellectual property without permission.
- You must protect NASAR intellectual property from inappropriate disclosure and report any knowledge of inappropriate use of NASAR intellectual property.
- You must maintain an individual membership with NASAR (e.g. Life, Individual, Student, or Veteran).

If you do not teach one course every two years, have problems with providing appropriate documentation and/or payment in a timely manner, are unable to comply with NASAR policies, or have excessive complaints regarding your instruction, the Executive Director may:

- Temporarily suspend your instructor privileges until you meet the required remediation activities as determined by the Executive Director;
- Discontinue or limit your instructor privileges completely for a specified period of time;
- Permanently disqualify you from instructor privileges.

Instructors are encouraged to provide feedback on course quality and content. We want to provide you with the best curriculum possible to present to your students. Please send feedback to the Executive Director.

Lead Evaluator – NASAR Experience Path

Step One – in becoming a lead evaluator is the mandatory attendance at and passing of the NASAR examination you wish to proctor. You should be attentive and pass written tests with a 80% or greater score and must pass all the practical examination stations required.

Step Two – is to become and maintain a current individual membership with NASAR. The membership categories that qualify are Life, Individual, Student, or Veteran.

Step Three - is to complete the FEMA Independent Study Program (ISP) Course

- IS-242.b Effective Communication

The ISP Program Website can be found at <https://training.fema.gov/is/>

Step Four – is to complete the background verification procedure. There are two options to completing this: one through Verified Volunteers, a service, or two is through an Agency having SAR Jurisdiction. See the chapter on background verification in this document.

Step Five – is to attend the lead evaluator workshop for your course (either through the online or instructor-led option).

Step Six – is to fill out the application and mark “Evaluator”; include your SAR resume and letters of reference from 2 current NASAR instructors (see the application form template). You must include the certificates from the FEMA ISP you completed (from Step Three) and you may include any other certificates that you believe are applicable. You also need to sign the volunteer confidentiality agreement and include it with the other documents you submit. Hardcopies can be mailed to NASAR at:

NASAR
PO Box 232020
Centreville, VA 20120

Or you can scan the entire package and email it to info@nasar.org.

Step Seven – you will receive an email providing the status of your application, an evaluator certificate, and rocker patch. Once you are approved as an evaluator, you will have 1 year to successfully co-evaluate the examination you intend to proctor two different times with positive critiques from the primary lead evaluator/s you work with.

Step Eight – once all of your paperwork, background verification and co-evaluating is satisfactory, you should fill out the application and mark “Lead Evaluator.” Send this application with your two positive critiques from co-evaluating to NASAR (either hard copy to the above address or via email to info@nasar.org).

Once you are approved, you will receive a lead evaluator certificate and rocker patch in the mail. You will also receive access to instruction files and forms through DropBox (a free web based file sharing service). Examination material that NASAR co-licenses with other publishers or authors may have to be purchased by the instructor (NASAR members receive a discount). Other materials like common forms are available on the NASAR website.

Step Nine – schedule your first examination.

Step Ten – keep scheduling and conducting examinations. You will qualify for our rewards program based on the number of examinations you conduct.

To maintain your lead evaluator status, you must:

- Be the primary lead evaluator of at least one examination every two years. Our materials are updated dynamically, and workshops on the new material will be presented as appropriate. Without proctoring regularly, you will lose your ability to present or test NASAR materials as they are designed to be presented.
- You must also continue to adhere to the NASAR rules regarding examinations (as explained in this document), paperwork processing, payment, and other published policies.
- You must not have a conflict of interest, nor inappropriately disclose nor use NASAR intellectual property without permission.
- You must protect NASAR intellectual property from inappropriate disclosure and report any knowledge of inappropriate use of NASAR intellectual property.
- You must maintain an individual membership with NASAR (e.g. Life, Individual, Student or Veteran.)

If you do not lead evaluate one examination every two years, have problems with providing NASAR the appropriate documentation and/or payment in a timely manner, are unable/unwilling to comply with NASAR policies, or have excessive complaints regarding your instruction, the Executive Director may:

- Temporarily suspend your lead evaluator privileges until you meet the required remediation activities as determined by the Executive Director;
- Discontinue or limit your lead evaluator privileges completely for a specified period of time;
- Permanently disqualify you from lead evaluator privileges.

Lead evaluators are encouraged to provide feedback on examination quality and content. We want to provide you with the best curriculum possible to present to your students. Please send feedback to the Executive Director via email.

Chapter 2 – Agency Having SAR Jurisdiction (AHSARJ) Equivalency Policy

NASAR instructors and lead evaluators are not located in all geographic regions NASAR is asked to serve.

To develop a diverse and more localized instructor and lead evaluator cadre where demanded, NASAR is implementing a policy whereby individuals with commensurate experience can gain instructor and lead evaluator status quickly for their Agency Having SAR Jurisdiction (AHSARJ) while bypassing the Experienced NASAR process.

This category of instructor/lead evaluator is referred to as the “AHSARJ instructor / lead evaluator” designation.

This policy currently applies only to the following ground SAR and management topics:

- Courses – ISAR, FUNSAR, ADSAR, MLPI
- Examinations – SARTECH III, SARTECH II, SARTECH I, SARTECH CREWLEADER III, Tracking

This policy does not apply to the Urban SAR Management (USM) course, Initial Actions (IA) course or any canine SARTECH certification.

This policy is available to Government Agencies having SAR jurisdiction. In jurisdictions where there is no clear government legislated agency having SAR responsibility, the responsibility for SAR is assumed to be the law enforcement agency having jurisdiction for missing person investigations. Community-based organizations, faith-based organizations, or other 501(C)3 volunteer organizations do not qualify for this category of instructor/lead evaluator.

AHSARJ instructors and lead evaluators may only teach within their AHSARJ, or at the direction of their AHSARJ for neighboring agencies or at the direction of their AHSARJ at conferences.

If an AHSARJ instructor / lead evaluator leaves his or her AHSARJ they lose his or her instructor/lead evaluator credential immediately and may regain their credential by:

- Having his or her new AHSARJ endorse them using the Agency Having SAR Jurisdiction Equivalency Policy
- Going through the NASAR Experience process to become an instructor/lead evaluator
- The NASAR Executive Director may, at his or her discretion, allow the applicant to challenge the qualifications for instructor/lead evaluator credential or may grandfather/grant the instructor/lead evaluator status to the applicant.

Note: All current Instructors/Lead Evaluators approved through the previous equivalency process (pre 6/2015) are grandfathered as NASAR Experienced instructors/lead evaluators and not bound by this policy.

PROCESS

The preferred process for submitting application documents may be handled entirely electronically using scanned documents and electronic versions of applications.

- Applicant fills out the appropriate Instructor and/or Lead Evaluator Application.
- Applicant provides copies of appropriate certificates.
- Applicant provides professional resume.
- Applicant provides the name, description, and curriculum of equivalent course/evaluation performed. Applicant provides the dates and agencies that he or she provided instruction/certification to over the past 36 months (including contact information for the host agency). For a course/certification to be considered as an equivalent, it must be conducted by an AHSARJ.
- The AHSARJ provides a letter of endorsement on agency letterhead (using the sample provided) signed by a legally-authorized representative (an individual or judicial body who is authorized by law to act as a representative of the AHSARJ).
- The AHSARJ provides equivalent background verification to the NASAR background verification process (using the sample provided).
- The AHSARJ signs the instructor/lead evaluator agreement (contract).
- The AHSARJ instructor/lead evaluator signs the contract
- NASAR reviews the materials and either:
 - Approves and provides appropriate certificates and access to instructional and credentialing materials or
 - Rejects the application and provides the applicant with a written explanation and remediation steps. The applicant may appeal the rejection in writing to the Executive Director within 10 business days of receiving the rejection.

Chapter 3 – Background Verification

NASAR policy requires background verifications for participation in certain positions and to comply with the National Child Protection Act. Due to your participation or interest in one of these positions (e.g. Board Member, instructor, lead evaluator, evaluator, etc.), you are required to complete a background verification.

NASAR requires that the following information be reviewed during the background verification process:

- Social Security Trace
- 50 State DOJ Sex Offender Registry Search
- Terrorist Watch List Search (OFAC)
- Validated Nationwide Criminal Search
- Nationwide Database Search
- Current County Resident Search

You have two options to complete the background verification:

- Option 1 – NASAR utilizes Verified Volunteers to conduct automated background verifications. This option has a minimal cost to you and is completed through the Verified Volunteers on-line portal. See the instructions below for more details.
- Option 2 – A government agency that you are affiliated with provides NASAR a confirmation on their agency letterhead that they have completed a background verification on you within the past 5 years and that it meets or exceeds NASAR’s requirements. See attached sample letter.

Please choose an option to complete your background verification. If you have any questions you may contact the Executive Director at info@nasar.org.

OPTION 1 – VERIFIED VOLUNTEERS PROCESS

Verified Volunteers utilizes a web-based portal to register, conduct, and report on your background verification. Please complete the following steps:

Step 1 – Go to the website: <https://app.verifiedvolunteers.com>

Step 2 – Create a personal account, and log into the Verified Volunteers portal using that account

Step 3 – Select “Get Verified” and enter the NASAR code: `cohnv10`

Step 4 – Complete the four brief steps, enter your credit card information to pay the processing fee, and click COMPLETE

Step 5 – Contact the Verified Volunteers Advocates at 1-855-326-1860 or email TheAdvocates@VerifiedVolunteers.com if you have any questions about the platform or how their website works.

Verified Volunteers will make the results of your background verification available to the NASAR Executive Director via a secure web portal once the verification has been completed. The Executive Director will contact you if there are any issues with the verification.

A copy of your rights under the federal/state Fair Credit Reporting Act are available on the Verified Volunteers website:

<https://app.verifiedvolunteers.com> (log into your account).

You have the right to obtain a free copy of your file from Verified Volunteers if you request the report within 60 days. You also have the right to dispute directly with Verified Volunteers the accuracy or completeness of any information provided by it.

OPTION 2 – AFFILIATED AGENCY PROCESS

Meet with your affiliated government agency or agency having jurisdiction (private companies and/or 501c3 organizations do not qualify) and ask them to copy the following text, or their interpretation of it, onto agency letterhead. See example text below:

I am (insert name here) the (inset title here), at (insert agency name here). Our agency has completed a background verification of (insert NASAR member's name here) in the past 5 years that minimally includes:

- *Social Security Trace*
- *50 State DOJ Sex Offender Registry Search*
- *Terrorist Watchlist Search (OFAC)*
- *Validated Nationwide Criminal Search*
- *Nationwide Database Search*
- *Current County Resident Search*

The background verification process that (insert agency name here) performed was completed with the following results:

(Insert NASAR member's name here) was (cleared / not cleared) to participate with our agency without restriction.

Signed,

(insert name here)

(insert phone number here)

Have the agency mail the letter to NASAR at:

NASAR – Executive Director/BV
P.O. Box 232020
Centreville, VA 20120-2020

If the affiliated agency has questions regarding your request or the content of the letter, please have it contact the NASAR Executive Director at info@nasar.org.

BACKGROUND DISQUALIFICATION POLICY

The purpose of this policy is to ensure NASAR Board Members, instructors, evaluators, and lead evaluators have no identifiable criminal background that may make them inappropriate for their leadership, Instruction or Evaluation roles with NASAR. Not conducting a criminal background review of these individuals may place the people and property that they have agreed to protect and serve at risk of harm, and it may subject other volunteers to unnecessary risk. Consistent vetting of instructors, evaluators, and lead evaluators is also important to ensure that during instruction and evaluation, host organizations and agencies can be confident of the background of the instructor, evaluator or lead evaluator they are utilizing.

These guidelines shall not be used to preclude people who are otherwise qualified to perform their desired instruction and evaluation activities in violation of any state or federal civil laws.

Disqualification: A person is disqualified if he or she are unwilling to submit to a background check, or if he or she were convicted¹ of any of the following:

- All sex offenses, regardless of the amount of time since the offense (e.g., child molestation, rape, sexual assault, sexual battery, prostitution, solicitation, indecent exposure, etc.);
- All offenses involving abuse, neglect, or exploitation of a child, elder, or dependent adult² regardless of the amount of time since the offense;

¹ For the purposes of these criteria, a “conviction” means a plea or verdict of guilty or a conviction following a plea of *nolo contendere*.

² For the purposes of these criteria, a “dependent adult” is an adult who cannot protect his or her rights because of one or more significant physical and/or mental impairments.

- All felony violence, regardless of the amount of time since the offense (e.g., murder, manslaughter, aggravated assault, kidnapping, robbery, aggravated burglary, etc.);
- All felony offenses other than violence or sex within the past 10 years (e.g., drug offenses, theft, embezzlement, fraud, etc.);
- All misdemeanor violence offenses within the past 7 years (e.g., simple assault, battery, domestic violence, etc.);
- All misdemeanor drug and alcohol offenses within the past 5 years or multiple offenses in the past 10 years (e.g., driving under the influence, simple drug possession, drunk and disorderly, public intoxication, possession of drug paraphernalia, etc.);
- Any other misdemeanor within the past 5 years that would be considered a potential danger to children, elders or dependent adults or is directly related to the functions of that volunteer (e.g., contributing to the delinquency of a minor, providing alcohol to a minor, theft, etc.);

The NASAR background check criteria will not consider convictions that are:

- Expunged
- Committed before the applicant's 21st birthday which was finally adjudicated in a juvenile court or under a youth offender law
- Marijuana related violations in states where the Federal, State, Territorial, and Local code are inconsistent with each other and in dispute

Instructors, evaluators and lead evaluator applicants who meet the disqualification criteria will have their application and the background findings reviewed by the NASAR Executive Committee within 30 days of receipt of the background report. The Executive Committee will deliberate the information and may report one of the following:

- The Executive Committee concurs with the disqualification and orders the Executive Director to communicate this to the member;
- The Executive Committee requires more information to make a decision and orders the Executive Director or attorney to perform actions to gather specific information and report back within 30 days;
- The Executive Committee vacates the disqualification and orders the Executive Director to instate the member.

There is no hearing or appeal process related to the background check process.

Chapter 4 – Copyrights / Trademarks And Intellectual Property

NASAR aggressively protects its intellectual property rights as one of its primary commitments and duties to the association membership. Permission to use NASAR intellectual property is a privilege granted to authorized instructor and lead evaluators and may be revoked by NASAR at will.

Copyrights

NASAR copyrights its intellectual property including but not limited to textbooks, guidebooks, presentations, manuals, training materials, handouts, certification materials, certificates, audio, and video products. These materials may not be copied, whole or in part, without the prior written consent of NASAR. Permission to copy, reprint, or use portions of NASAR materials must be obtained in writing from the NASAR Executive Director.

NASAR licenses copyrighted intellectual property from other sources. These materials may not be copied, whole or in part, without prior written consent of NASAR and the owner of the copyrighted materials.

Trademarks

The National Association For Search And Rescue stylized logo combined with the written name is a service trademark for NASAR and is registered with the US Patent and Trademark Office. Only NASAR staff has the authority to use or grant use of the trademark. The trademark symbolizes the identity of NASAR, and when placed on publications and materials, it distinctly identifies that the material has originated from The National Association For Search And Rescue.

The NASAR stylized logo may not appear in advertising, marketing, or other material announcements or social media unless authorized in writing by the NASAR Executive Director.

Instructors, evaluators, and lead evaluators may use the NASAR stylized logo on business cards, advertising materials, and stationary with the NASAR Executive Director's written approval. This approval is typically limited in scope and time and may be revoked at any time.

These are 4 styles of corporate logo that NASAR utilizes:



Chapter 5 – Code of Ethics

NASAR is proud to have a code of ethics that provides a guiding compass for our actions. All members, instructors, evaluators and lead evaluators are held to our Code of Ethics.

As a member, instructor, evaluator or lead evaluator of The National Association For Search And Rescue, I acknowledge and commit to honor to the best of my ability the following values:

THAT I have a moral obligation to the missing or injured and to the agencies, volunteer organizations and other NASAR members with whom I work. I shall endeavor to guard their interests honestly and deal with them fairly and wisely and in an efficient and proper manner. I shall behave honestly in all matters, respect privileged communication, avoid any real or perceived conflicts of interest, and deal with others courteously and politely.

THAT I shall continuously work to raise the standards of performance of Search And Rescue to the highest attainable levels without regard to race, sex, religion, cultural background, sexual preference or economic or social condition in service to humanity.

THAT I have an obligation to advance the knowledge and skills for Search And Rescue, "...that others may live," and shall at all times conduct myself in an ethical and prudent manner worthy of my profession.

NASAR Philosophical Framework

NASAR is an internationally-based organization. There is no way to anticipate each and every situation an instructor or lead evaluator will face. Many situations may require a quick answer, and staff is not available 24x7 in all time zones. We provide the following philosophical framework as a tool to assist instructors and lead evaluators when they are faced with resolving conflicts and reconciling the regional differences in SAR. Our philosophical framework includes the following concepts:

- Bias students towards success by supporting them and offering every opportunity to succeed.
- Provide students the opportunity to remediate in a timely manner without compromising safety, quality, or costing the student extra money.
- Provide the highest quality training for the least possible cost to the member student.
- Honor the regional nature of SAR by providing flexible direction to instructors, evaluators and lead evaluators.
- Trust that the instructor or lead evaluator is invested in the quality of the student produced.

- Trust that the student is properly motivated to perform at his or her best.
- The education and certification process should prevent unprepared students and candidates from wasting instructor and lead evaluator time and resources.
- The education and certification process should identify and provide remediation for underperforming instructors and lead evaluators before removing them.
- Understand we will be gamed - smile, solve it, remediate the offender privately, move on – it was not personal.
- Any information or data collected and stored has to have a purpose.
- Entitlement, egos, empire building, competition, and turf protection have no place in the NASAR education or certification process.
- All materials should be as simple as possible to communicate the message.
- We do what is right for the association, membership, subject of the search, the subject's loved ones, the agency having jurisdiction, and the searcher.
- Continuously work to make all processes and paperwork easier for instructors, lead evaluators, students and staff.
- Education and certification will meet or exceed appropriate standards and best practices including; ASTM, FEMA, NFPA, CSA, CISAR, IAMSAR.
- The Education and Certification Process Must Produce Quality Searchers.
- Instill a safe and risk averse culture.
- Our mission is to draw quality candidates to our programs, not to haze inferior candidates out of our programs.
- Do not compromise the long-term with short-term decisions.

Chapter 6 – Conflicts Of Interest

It is in the best interest of NASAR to be aware of and properly manage all conflicts of interest and any appearance of conflict of an interest. This conflict of interest policy is designed to help Directors, Officers, employees, members, contractors, and volunteers of NASAR to identify situations or potential situations that present potential conflicts of interest and provide NASAR with a procedure to appropriately manage conflicts in accordance with legal requirements and the goals of accountability and transparency in NASAR operations.

Conflict of Interest Defined

In this policy, a person with a conflict of interest is referred to as an “interested person.” For the purposes of this policy, the following circumstances shall be deemed to create a Conflict of Interest.

- A Director, officer, employee, member or volunteer, including a Board member (or family member of any of the foregoing), is a party to a contract, or involved in a transaction with NASAR for goods or services.
- A Director, officer, employee, member or volunteer, including a Board member (or family member of any of the foregoing), has a material financial interest in a transaction between NASAR and an entity in which the Director, officer, employee, volunteer, Board member, or a family member of the foregoing is a owner, director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, or other legal representative.
- A Director, officer, employee, member or volunteer, including a Board member (or a family member of any of the foregoing), is engaged in some capacity or has a material financial interest in a business or enterprise that competes with NASAR.

Gifts, Gratuities, and Entertainment

Accepting gifts, entertainment, or other favors from individuals or entities can also result in a conflict or duality of interest when the party providing the gift/entertainment/favor does so under circumstances where it might be inferred that such action was intended to influence or possibly would influence the interested person in the performance of his or her duties. This does not preclude the acceptance of items of nominal value that are not related to any particular transaction or activity of NASAR.

Definitions

- A “Conflict of Interest” is any circumstance described in this policy.
- An “Interested Person” is any person serving as an officer, employee or member of the Board of Directors of NASAR, or a majority donor to NASAR or anyone else who has a personal interest that is in conflict with the interests of NASAR.

- A “family member” is a spouse, parent or child or spouse of a child, brother, sister or spouse of a brother or sister of an interested person.
- A “Material Financial Interest” in an entity is a financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect an Interested Person’s or Family Member’s judgment with respect to transactions to which the entity is a party.
- A “Contract or Transaction” is any agreement or relationship involving the sale or purchase of goods or services, the providing or receipt of a loan or grant, the establishment of any other type of financial relationship, or the exercise of control over another organization. The making of a gift to NASAR is not a Contract or Transaction.

Procedures

- Prior to Board or Committee action on a Contract or Transaction involving a Conflict of Interest, a Director or Committee Member having a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting. If Board Members are aware that staff or other volunteers have a Conflict of Interest, relevant facts should be disclosed by the Board Member or the interested person if invited to the Board Meeting as a guest for purposes of disclosure.
- A Director or Committee Member who plans not to attend a meeting at which he or she has reason to believe that the Board or Committee will act on a matter in which the person has a Conflict of Interest shall disclose to the Chair of the meeting all facts material to the Conflict of Interest. The Chair shall report the disclosure at the meeting, and the disclosure shall be reflected in the minutes of the meeting.
- A person who has a Conflict of Interest shall not participate in or be permitted to hear the Board’s or Committee’s discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
- A person who has a Conflict of Interest with respect to a Contract or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote. The person having a Conflict of Interest may not vote on the Contract or Transaction and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person’s ineligibility to vote shall be reflected in the minutes of the meeting. For purposes of this paragraph, a member of the Board of Directors of NASAR has a Conflict of Interest when he or she stands for election as an officer or for re-election as a member of the Board of Directors.
- Interested Persons who are not members of the Board of Directors of NASAR or who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of Board or Committee action shall disclose to their supervisor or the Chair or the Chair’s designee any

Conflict of Interest that such Interested Person has with respect to a Contract or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Interested Person. The Interested Person shall refrain from any action that may affect NASAR's participation in such Contract or Transaction.

In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to his or her supervisor or the Chair or the Chair's designee, who shall determine whether full Board discussion is warranted or whether there exists a Conflict of Interest that is subject to this policy.

Confidentiality

Each Director, officer, employee, and volunteer shall exercise care not to disclose confidential information acquired in connection with disclosures of conflicts of interest or potential conflicts, which might be adverse to the interests of NASAR.

Furthermore, directors, officers, employees and volunteers shall not disclose or use information relating to the business of NASAR for their personal profit or advantage or the personal profit or advantage of their family member/s.

Review of Policy

- Each director, officer, employee, and volunteer shall be provided with and asked to review a copy of this policy and to acknowledge in writing that he or she has done so.
- Annually each director, officer, employee, and volunteer shall complete a disclosure form identifying any relationships, positions, or circumstances in which he or she are involved that he or she believe could contribute to a Conflict of Interest. Such relationships, positions, or circumstances might include service as a Director of or consultant to another non-profit organization or ownership of a business that might provide goods or services to NASAR. Any such information regarding the business interests of a director, officer, employee or volunteer, or a family member thereof shall be treated as confidential and shall general be made available only to the Chair, the Executive Director, and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.
- This policy shall be reviewed annually by each member of the Board of Directors. Any changes to the policy shall be communicated to all directors, officers, employees and volunteers.

Chapter 7 – Job Descriptions

NASAR’s success is primarily built on the instruction and certification that is provided through our instructors, evaluators, and lead evaluators. Instructors, evaluators, and lead evaluators are the primary public contact for the education and certification process. You are the ambassadors of NASAR and our programs.

All instructors and lead evaluators are required to be individual members of NASAR.

All instructors and lead evaluators are volunteers unless NASAR is contracting them to provide a course or evaluation.

Instructor

- Must be a current individual member of NASAR.
- Must teach at least once every two years.
- Maintains a safe learning environment for all students.
- Is authorized to teach a course of instruction developed or licensed by NASAR.
- Assures quality control of training courses he or she provides.
- Provides appropriate paperwork and payment to NASAR per policy.

Evaluator

- Must be a current individual member of NASAR.
- Must successfully evaluate a course twice before applying for Lead Evaluator status.
- Maintains a safe learning environment for all students.
- Is authorized to assist in the examination process developed or licensed by NASAR.
- Assures quality control of examinations he or she proctors.

Lead Evaluator

- Must be a current individual member of NASAR.
- Must successfully evaluate at least one course every two years.
- Maintains a safe learning environment for all students.
- Is authorized to proctor examinations developed or licensed by NASAR.
- Assures quality control of examinations they proctor.

Chapter 8 – Course / Examination Policies and Procedures

One of NASAR's primary revenue streams is conducting education and certification evaluations. It is essential to the quality of our programs and the efficiency of our corporate processes that all policies and procedures be followed accurately.

Course / Examination Scheduling

All courses and examinations must be approved by NASAR in advance of their presentation. This is done using the Course Certification Notification (CCN) process.

The CCN form is available on the NASAR website. The CCN form must be emailed to info@nasar.org at least 2 weeks before the beginning of the course or examination. NASAR will provide an approval through email to the instructor or lead evaluator as soon as possible (usually within 48 hours).

If the course or examination is open to the public, the sooner NASAR receives the CCN, the longer NASAR can market the course on the website and calendar and through social media. We request that these notifications be provided 30 to 90 days in advance whenever possible.

If the course is closed to the public, the CCN should be received by NASAR at least 2 weeks in advance of the course to allow time for the approval process.

We know that short notice courses and evaluations occur. We will seek to accommodate all courses, no matter how short the notice is.

Website Calendar

All courses and examinations that are open to the public will be posted to the NASAR website calendar and may be posted to other social media sites to promote student interest and encourage participation.

Courses and examinations that are closed to the public will not be posted to the NASAR website calendar or social media.

Paperwork / Electronic File Processing

Instructors and Lead Evaluators should keep copies of all course records for at least 3 years.

All paperwork and payment must be received by NASAR within 14 days of the completion of the course or examination.

All forms are available on the NASAR website and are made available in both Microsoft Word and Adobe PDF formats. Please make sure that you are using the latest forms whenever you document a course or evaluation.

The preference is to receive paperwork and forms electronically at info@nasar.org.

Paperwork should be filled out electronically whenever possible (handwriting is hard to read sometimes). The course forms should be scanned in groups as Adobe PDF format:

- Attendee rosters as a single file (named ROSTER.pdf);
- All critiques in a single file (named CRITIQUES.pdf);
- Each student application/registration, liability form (the new single page version), failure report, station records, and canine field report if applicable in a separate student file (i.e. a single file for each student named LASTNAME.pdf or lastname.jpg).

If you must send physical records, please make sure they are grouped as required for electronic records, and there are no staples (we will have to scan them eventually to place them in the records database). Please make sure that all records are legible; otherwise we will need to send them back to you for correction and clarification. All physical records and payments should be mailed to:

NASAR
PO Box 232020
Centreville, VA 20120-2020

Attendee Registration

The attendee registration form should be filled out for each student. Please ensure that the forms are legible and can be easily read.

The registration form includes some pricing and discount packages. Do not alter the pricing; it is there for your convenience to collect the appropriate student fees. Please assist us by circling the pricing package that the student has selected so we can understand the fees due for each student.

Attendee Roster

The attendee roster should be typed, and we ask that you list the students alphabetically by last name (this helps us process the students quickly within the records database).

Liability Release Form

Every student attending a course and every candidate attending an examination will sign a liability release form. Students and candidates under the age of 18 must have a parent sign their liability release before participating in the course or examination.

The release form is available on the NASAR website.

If a student or candidate refuses to sign the Liability Release form he or she will be immediately dismissed from the course or examination and may not participate.

Instructor / Evaluator Critique

Each student should be provided a critique form to fill out at the end of the course. Instructors and lead evaluators are encouraged to take all criticism in a positive manner and use it to increase their ability to provide quality instruction and evaluation.

All critiques should be scanned together into a single file named CRITIQUES.pdf and emailed with the rest of the paperwork.

Payment

Instructors should collect all payments from students and candidates.

NASAR will accept student checks made out to "NASAR." You should collect the checks and mail them together to:

NASAR
PO Box 232020
Centreville, VA 20120-2020

We will process checks as quickly as we can (these require transfer to the bookkeeper and a trip to the bank). It can take several days to process checks and to clear the bank.

NASAR will accept a single check for a course or certification payment from the instructor/lead evaluator or an agency or organization.

If possible, we prefer a single credit card payment to NASAR for course fees. To make a credit card payment, please call the bookstore, and make the payment over the phone (for security purposes, do not send your credit card information via email to NASAR).

Please do not send any cash through the mail.

Station Paperwork

Station paperwork should be scanned and sent to NASAR. We use this paperwork to answer student questions and to verify pass/fail and scoring.

Failure Reports

Failure reports are meant to assist the candidate in remediating any deficiency in knowledge, skill, or ability. Lead evaluators should ensure that the form and any comments are constructive and will assist the candidate in a successful re-examination. Candidates should be given a copy of the Failure Report for their reference.

Accommodations

NASAR must comply with the Americans with Disabilities Act (ADA). If a student or candidate requires an accommodation for a course or examination, please contact the Executive Director to coordinate reasonable accommodations. Remember, to comply with ADA we can only ask what accommodation is required; we cannot ask what disability is being addressed. Reasonable accommodations will be addressed and accepted whenever possible. Instructors and Lead Evaluators are empowered to develop and implement accommodations as required if the Executive Director is unavailable.

Alibis / Appeals

Instructors and Lead Evaluators will attempt to resolve any conflicts during the courses, examinations, and practical stations using these steps:

- Using the appropriate NASAR policies and procedures and the NASAR Philosophical Framework, try to develop a safe and rational resolution that all parties can agree to;
- If the parties cannot agree to an immediate resolution, then the instructor / lead evaluator should attempt to contact the Executive Director to gain direction regarding a solution;
- If the Executive Director is not available in a timely manner, then the instructor's / lead evaluator's decision stands and will be supported, and the student may appeal the decision using the appeal process.

Appeal Process

The appeal process is meant to provide a student with an opportunity to escalate an issue with which he or she disagrees. This could be a NASAR policy or procedure or an instructor's or lead evaluator's interpretation or application of a policy or procedure. It may also be an instructor's or lead evaluator's assessment of a student's performance or of a student's preparedness to participate in a course or examination.

Step 1 - The student shall provide a statement to the Executive Director as soon as possible stating he or she has an appeal (preferably within 24 hours of the occurrence). This initial notification should include a short description of the issue, date of the issue, name of the instructor / lead evaluator involved, and a way for the Executive Director to contact the student / candidate (preferably a phone number). This notification can be made via:

- Email (info@nasar.org)
- Phone (877-893-0702)

Step 2 – Within 72 hours, the student will provide a written statement to the Executive Director providing the details of the issue. This statement may be via email or hardcopy. It should include:

- Date and time of the event
- The course / examination being conducted and location of the event
- Instructor(s) / Lead evaluator(s) involved
- Witnesses (if relevant)
- A description of the issue
- Specific allegations or foundation for the appeal
- Any other information that is appropriate at the time

Step 3 – Appeals will be evaluated by the Executive Director to determine overall legal ramifications. Those appeals that have a high probability of legal impact will be referred to the Association’s legal counsel for review and recommendations. Appeals that do not rise to the legal level will be handled by the Executive Director.

Step 4 – The Executive Director (or legal counsel) will conduct an investigation into the event, which may include interviews of the involved parties, witnesses or others with knowledge of the issue, review of policies and procedures, and other appropriate actions.

Step 5 – The Executive Director will notify the parties involved of the findings and resolution within 7 to 10 business days.

Chapter 9 – Instructor / Lead Evaluator Incentive and Reward Program

Discounts

Only NASAR-approved instructors and lead evaluators who are also individual members or represented by a state level membership enjoy an additional 5% discount on instructional and certification materials through NASAR. Organizational or corporate level members of NASAR do not qualify for the discount.

NASAR members who are approved instructors or lead evaluators must call or email the NASAR Bookstore to receive their 5% additional discount off the member pricing when ordering educational and certification materials.

The intent of this policy is to make NASAR courses and certifications as cost-competitive as possible. Only materials specifically required for an approved NASAR course or certification are eligible for the additional instructor discount.

Instructors and lead evaluators may recover the costs of the materials plus actual shipping costs through course fees, but no additional markup of published NASAR materials is permitted.

If a course is being hosted by an agency or organization, and it will be paying for certification or education materials directly (either by check or credit card), the instructor or lead evaluator should contact the bookstore to have the process and payment method approved.

Incentives

This program is designed to reward the efforts of our instructors and lead evaluators and provide incentive for them to present more courses and conduct more certifications.

Quarterly Reward – for every course and evaluation conducted, the instructor and lead evaluator get their name placed into the pool. If you teach 1, course your name gets put in once; if you teach 2 courses, your name gets put in 2 times, etc. At the end of the quarter, a random drawing will be made from the pool and the winner will be rewarded with a \$75 Amex or Visa gift card.

Three Times Gets You a Year – once an instructor or lead evaluator has completed a combination of 3 courses or evaluations in a calendar year, he or she will be rewarded with 12 months of free NASAR membership and all the benefits that come with it. He or she will also receive a NASAR branded name tag.

Five Times Is a Polo or Tumbler – once an instructor or lead evaluator has completed a combination of 5 courses or evaluations in a calendar year, he or she

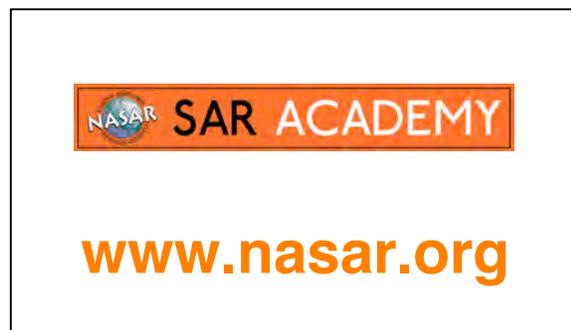
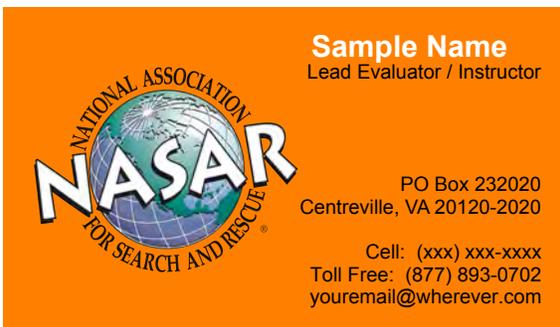
will be rewarded with his or her choice of a NASAR branded polo shirt by First Tactical or a branded 30 oz commute tumbler by RTIC.

Instructor / Lead Evaluator of the Year - The instructor / lead evaluator who completed the largest combination of courses and evaluations in the calendar year will be rewarded with the choice of a Life Time NASAR membership or a Garmin GPSMAP 64st (or equivalent model). He or she will also receive 250 NASAR branded business cards with his or her information and the instructor / lead evaluator of the year title.

Business Cards

Instructors or lead evaluators who have taught / evaluated a combination of 3 courses in a year may purchase NASAR branded business cards through NASAR. The cards come in a quantity of 250 for approximately \$30 (we pass through the cost; there is no markup on business cards). They include the instructor's or lead evaluator's name, his or her instructor and/or lead evaluator title, his or her phone number and email, the NASAR mailing address and web address (see sample below). These cards are to be used for marketing and identification purposes for promoting NASAR education, instruction, and evaluation. The cards are not to be used for identification purposes during searches or deployments or other purposes not specifically focused on the promotion of NASAR. NASAR reserves the right to demand the return of any unused business cards and provide a refund. To order your cards, contact the Executive Director at info@nasar.org.

The business cards are the same style that the NASAR staff and Board of Directors use. Here is a sample of the front and back of the card:



Chapter 10 – Liability Insurance

NASAR provides a General Liability insurance policy for instructors, evaluators, and lead evaluators while they are teaching approved NASAR courses or conducting approved NASAR examinations. To be approved, the course/evaluation must meet all NASAR policies and procedures and be taught/evaluated by a NASAR member.

The insurance policy can be extended to include the owner of the location at which the course or examination is being conducted at. The inclusion of a location owner can be accomplished by contacting the Executive Director at least 5 working days prior to the course or examination.

Chapter 11 – Instructor / Lead Evaluator Right of Refusal

NASAR promotes safe and effective search and rescue through quality education and certification programs. NASAR is committed to the policy that all persons shall have equal access to NASAR programs without regard to personal characteristics not related to ability, performance, or qualifications as determined by the Board of Directors. NASAR shall not discriminate against or restrict access to its programs based on race, color, religion, national origin, age, sexual orientation, or veteran status.

NASAR recognizes that search and rescue operations are normally conducted under the supervision of various Federal, State, Provincial, Territorial, and Local Law Enforcement Agencies; Emergency Management Agencies; or Fire Departments. NASAR holds that nothing should be done that would place the missing person (victim) at any greater risk, including training or certifying any person or persons who would pose a risk to the victim, his or her family, instructors, evaluators, lead evaluators, fellow students, search responders, or the general civilian population.

This document sets forth the policy of NASAR regarding the parameters under which potential participants in NASAR-sponsored training or certification events may be excluded for reasons related to ability, performance, or qualifications that make them unsuitable candidates for training and/or certification as determined by a NASAR Instructor or Lead Evaluator.

NASAR reserves the right to refuse access to or remove from its programs any persons who:

- Are known by the instructor or lead evaluator to have been convicted by a court of competent jurisdiction of any felony;
- Present themselves at the educational course or certification examination and, in the Instructor or Lead Evaluator’s best judgment, is impaired by either alcohol or drugs;
- Become disruptive to or threaten the good order of the educational class, certification examination, or any person in attendance;
- Become disruptive to or threaten the safety of the educational class, certification examination, or any person in attendance, or the civilian population;
- Fail to follow the directions of the instructor, lead evaluator, or Safety Officer;
- Fail to follow safety policies, protocols, or reasonable care.

Any instructor or lead evaluator who refuses access to or removes any potential participant shall do the following:

- Prepare a written or electronic statement of the particulars relating to the individual or individuals refused or removed, detailing the reasons for such actions;
- Include a copy of this statement in the paperwork sent to NASAR relating to the course or certification;
- Send an additional copy to the Executive Director as soon as reasonably possible.

This documentation shall be kept by the instructor or lead evaluator for a minimum of three (3) years.

Chapter 12 – Complaints / Administrative Investigations

Overview

Individuals in the position of instructor, evaluator, and lead evaluator for NASAR are given authorization to act within the position description as defined in this guidebook.

Instructors, evaluators, and lead evaluators are agents of NASAR and as such are expected to act safely, in the best interests of the Association and within the scope of local law. Instructors, evaluators, and lead evaluators will represent the Association in a positive and professional manner at all times.

The Executive Director will evaluate all unsatisfactory critiques and complaints.

Complaints regarding NASAR, The Board of Directors, staff, evaluators, lead evaluators, instructors, or members should be directed to the Executive Director.

Complaints regarding the Executive Director should be directed to the President, Board of Directors. The President's contact information is located on the NASAR website.

Complaints will be evaluated by the Executive Director to determine overall potential legal ramifications. Those complaints that have a high probability of legal impact will be referred to the Association's legal counsel for review and recommendations. Complaints that do not rise to the legal level will be handled by the Executive Director through the following process.

The Instructor, Evaluator, Lead Evaluator, Staff Member, or Board Member in question will be notified of the complaint or unsatisfactory critique once reviewed by the Executive Director and counsel if appropriate.

The notification will contain the following information:

- Date and time of the event
- The course and location of the event
- Specific allegations or foundation of the complaint
- Any other information that is appropriate at the time

If the complaint is not substantiated by the initial investigation, the individual making the complaint shall be contacted and notified that the complaint is not sustained.

Complaints should be received and investigated within 30 days of the event and may be conducted for the following reasons:

- Consistently poor performance based upon attendee critiques;

- Specific complaints from the public as to the performance of an instructor, evaluator, lead evaluator, staff member, or Board Member while performing in that capacity;
- Any act brought to the attention of NASAR that in the opinion of the Executive Director, Board of Directors, or Counsel, discredits NASAR. This includes any criminal act allegedly performed by the instructor, evaluator, lead evaluator, staff member, Board Member, or NASAR member, whether in a NASAR course or certification or at any other time.

Upon receipt of the complaint or cause for administrative investigation, the Executive Director shall:

- Determine if the complaint meets the threshold for an administrative investigation or referral to counsel.
- The Executive Director (or legal counsel) will conduct an investigation into the event, which may include interviews of the involved parties, witnesses or others with knowledge of the issue, review of policies and procedures and other appropriate actions.
- Within 5 business days of the decision that the complaint or cause deserves investigation, the subject of the complaint will receive notification regarding the issue.
- The Executive Director will notify the parties involved of the findings and resolution within 7 to 10 business days of the conclusion of the investigation.

Discipline

Discipline for substantiated complaints may include any or all resolutions available to NASAR up to and including dismissal of the member and/or legal actions.

Appeals

NASAR members have a right of appeal. To activate the appeal process, the member should provide either written or electronic notice of his or her intent to appeal to the Executive Director within 10 business days of receiving his or her discipline notice. The appeal should provide the member's narrative and explanation for appeal.

Upon receipt of the appeal the Executive Director Shall:

- Notify the Board of Directors of the appeal and provide the discipline and appeal documentation to the Board for review.
- Schedule an agenda item at the next Board of Directors meeting for the member to present his or her appeal.
- Notify the member of the meeting time and provide him or her teleconference access to the meeting.

Upon receipt of the appeal the Board of Directors shall:

- Review the discipline and appeal documentation.
- At the Board meeting, the Board may:
 - Discuss the item in open meeting or in closed session,
 - Review the documentation,
 - Hear the member's appeal (this may be limited to a specific length of time by Board motion).
- The Board, through motion, may:
 - Request the Executive Director or attorney perform additional investigation,
 - Ask the member for further documentation or explanation,
 - Uphold the discipline and reject the appeal,
 - Overturn the discipline and suggest an alternative discipline,
 - Overturn and vacate part or all of the discipline,
 - Decide on a combination of the above.

Chapter 13 – How to Present a Course

An audience is a precious thing – it shouldn't be wasted.

We strive to provide you with the best materials possible so that you may provide the best education possible to our students. We hope that you put the appropriate effort into providing a positive learning environment for our students.

- Make sure you have the current curriculum materials. The current materials can always be found in the appropriate DropBox location.
- Review the course materials, and make sure you are (will be) ready to present. Take time to look over any changes and updates in the materials, slide presentations, etc.
 - Review Module 0 Introduction. It was built for you to customize. It has locations for your name, contact info, photo, team logo, etc. It also has an area for your safety briefing such as evacuation instructions.
 - Spend some time rehearsing the material until you are comfortable speaking naturally about it.
- 30 days in advance of the course start date:
 - Submit a Course Certification Notification (CCN) to info@nasar.org and get approval to do the course. Please make sure that you provide any details that you want the students to know on the CCN (e.g. start times, if they need to purchase a text, if you have a website they need to sign up on, etc.). Once you receive approval you can start marketing your course.
 - Order the textbooks and any course materials you need
 - Go to your classroom if possible so you can review:
 - Where power can be accessed and what power cords you might need to bring
 - What type of internet access is available and any passwords you need to access the internet from the classroom
 - How seating is arranged and how you might want to modify it for your class
 - What type of projector is used and how far away from the available screen it should be set up to give students the best viewing experience
 - What type of sound system is available and whether or not you will need to supply external speakers for audio playback
 - Location and layout of break-out rooms if required
- On the day of the class:
 - Dress for your audience (professional, appropriate, comfortable). A clean NASAR or team branded polo or button-down shirt and cargo pants are acceptable if you don't have a team uniform you will be wearing. Good hygiene is essential as well.
 - Show up early

- Set up and test all audiovisual equipment (PC, projector, sound, etc.) and internet access if required
- Arrange classroom seating to provide the best sight lines and audience experience
- Place handouts, textbooks, etc. at each seat (neatness counts)
- Have a sign-in table near the door with a sign-in sheet
- Meet the students at the door if possible, and introduce yourself
- Start on time (show respect for your students' time)
- Use the Module 0 Intro slide show to introduce yourself, cover safety issues, and have the students introduce themselves
- Be open and honest with the students. Use examples to reinforce the materials, but beware of providing too many war stories or of exaggerating situations to prove a point.
- Please thank the students for attending the course when you have finished a module you were asked to present if you are not the primary instructor or when the course is completed if you are the primary instructor.
- Within 2 weeks of course completion:
 - Complete all the paperwork (see Chapter 8 for details) and send it to NASAR within 2 weeks of completing the course. Remember, your students expect a certificate to be expeditiously sent to them. We process certificates within 2 days of receiving your paperwork (the longer you take, the more annoyed the students can get).

Chapter 14 – How to Conduct an Examination

An audience is a precious thing – it shouldn't be wasted.

We strive to provide you with the best materials possible so that you may provide the best certification opportunity possible to our students. We hope that you put the appropriate effort into providing a fair testing environment for our candidates.

- Make sure you have the current examination materials. The current materials can always be found in the appropriate DropBox location.
- Review the examination materials, and make sure you are (will be) ready to conduct the test. Take time to look over any changes and updates in the materials, testing process, practical station set-up, etc.
 - Spend some time rehearsing the material and testing stations until you are comfortable speaking naturally about the information and performing the station efficiently and accurately.
- 30 days in advance of the examination:
 - Submit a Course Certification Notification (CCN) to info@nasar.org and get approval to do the examination. Please make sure that you provide any details that you want the students to know on the CCN (e.g. start times, if they need to purchase a text, if you have a website they need to sign up on, etc.). Once you receive approval, you can start marketing your examination.
 - Order any testing materials you need.
 - Go to your testing area if possible so you know how it is configured and what hazards require mitigation.
- On the day of the examination:
 - Dress for your audience (professional, appropriate, comfortable). A clean NASAR or team-branded polo or button-down shirt and cargo pants are acceptable if you don't have a team uniform you will be wearing. Good hygiene is essential as well.
 - Show up early.
 - Set up and test all examination stations and classroom equipment as required.
 - Arrange testing groups or rotations to provide the most efficient use of resources possible.
 - Place testing materials, etc. at each seat if there is a written test (neatness counts), and place equipment at all testing stations.
 - Have a sign-in table near the door with a sign-in sheet.
 - Meet the candidates at the door if possible, and introduce yourself.
 - Start on time (show respect for your candidates' time).
 - Introduce yourself, cover hazards/safety issues, and have the candidates introduce themselves.
 - Be open and be honest with the candidates.
 - If a candidate fails a station you are managing and you are the lead evaluator, please let him or her know immediately

(there is nothing gained by holding that information until the end of the day).

- If a candidate fails a station you are managing and you are not the lead evaluator, let the candidate know that the lead evaluator will inform him or her of their status once the lead evaluator has reviewed your records.
 - Provide an opportunity to remediate if possible with a different evaluator. If not, provide mentoring regarding what the candidate may do to be more successful next time.
 - Please thank the students for attending the examination when the examination is completed.
- Within 2 weeks of examination completion:
 - Complete all the paperwork (see Chapter 8 for details), and send it to NASAR within 2 weeks of completing the course. Remember, your students expect a certificate to be sent expeditiously to them. We process certificates within 2 days of receiving your paperwork (the longer you take, the more annoyed the students can get).

Chapter 15 – Safety Policy And Procedures

Everyone is a safety officer and is responsible for his or her safety and the safety of all those around them, including the general public.

Safety for all participants in any NASAR course or examination is always the first priority. All instructors, evaluators, lead evaluators, and participants are safety officers, and are required to say something when they feel safety may be at risk or compromised.

Instructors and lead evaluators shall perform a risk analysis for all aspects of their course and examination.

Instructors and lead evaluators shall perform a hazard/risk assessment and safety brief with all participants at the beginning of each course or examination.

The hazard/risk assessment identifies risks and potential threats to all participants, instructors, students, evaluators, candidates, support personnel and actors, the general public as well as canines and equestrians.

Recommended actions include:

- Walk and observe any and all structures, identifying shelter in place locations and hazard areas to make off limits.
- Walk and observe any outdoor areas utilized.
 - Note or document issues found paying close attention to life threatening features such as sink holes, water crossings, ledges, cliffs, unstable rocks, hanging branches, etc.
 - Pay attention to habitat known to support hazardous wildlife and their existence.
 - Pay attention to roadways, dirt roads, single track moto-trails, blind spots, areas of excessive speed and limited sight distance due to fog, dust or design.
- Identify hazards or potential threats for all participants
- Plan or put in action risk treatments that separate, negate or abate threats and hazards for all participants. The plan should be detailed and include:
 - Evacuation / shelter-in-place
 - Medical treatment plans / location of medical equipment / location of nearest medical and veterinarian facility
 - Monitoring participant well-being and health continuously
 - Provide rehabilitation opportunities and supplies as required by the environment and activities
- Fill out and distribute a copy of the *Hazard and Risk Analysis* form to all participants (see form appendix).

The safety brief should include emergency procedures, emergency services notification (including EMS, fire, and law enforcement), safety equipment location

and operations, use of personal protective equipment, hospital and other facility locations, routes, travel times, evacuation routes, and places of refuge. The use of the ICS 206 Medical Plan form is encouraged.

Safety is extended to canine and equine response partners when canines and equines are part of the course or examination. Small and large animal veterinarians and emergency hospitals shall be identified and be part of the overall safety and medical plan.

If in doubt, default to the safest possible decision, action, position, place.

Resources for further risk and hazard management information and guidance:

- ASTM F2890-12 Standard Guide for Hazard Awareness for Search and Rescue Personnel
- ANSI Standard – Risk Management / Risk Model z690 Series
- OSHA Job Hazard analysis

Chapter 16 – Email and Social Media Policy

The purpose of this policy is to ensure that all e-mails and social media postings involving Association business by the Board of Directors, Staff, contractors, and volunteers remain professional and business-like. It is designed to give guidance to the use of NASAR's email system, social media posting and to inform of prohibited conduct.

This policy sets forth the policy of NASAR with respect to email and social media. All personnel (including but not limited to employees, consultants, volunteers, and others working with NASAR) who use NASAR's e-mail system and social media sites are required to comply with this policy statement. All personnel (including but not limited to employees, consultants, volunteers and others working with NASAR) who use other e-mail systems or social media outlets conducting NASAR business are required to comply with this policy statement when conducting NASAR business.

Business Use

The NASAR e-mail system is meant to be used for business purposes of NASAR. Limited personal use of email is allowed if

- (a) It is in compliance with this policy, and
- (b) It is reasonable in amount and does not interfere with work performance or business needs.

Ownership

All email accounts and all information and messages that are created, sent, received, or stored on the NASAR's e-mail system are the sole property of NASAR and are not the property of the employee or other personnel.

E-Mail Review

NASAR has the right to monitor, access, read, delete, copy, disclose and use all email without prior notice to the originators and recipients of such e-mail. E-mail may be monitored and read by authorized personnel for NASAR for any violation of law, breaches of NASAR policies, communications harmful to NASAR, or for any other reason.

E-Mail Content

Email should be professional and courteous and in compliance with all applicable laws.

Prohibited Acts

Provided below is a non-exclusive list of prohibited acts associated with your use of NASAR's e-mail system or NASAR business e-mails. When considering the appropriateness of engaging in a particular act, personnel should be guided by both the specific prohibitions and the other mandates set forth in this policy. Prohibited activities include:

- Using any words, images, or references that could be viewed as libelous, offensive, harassing, illegal, derogatory, discriminatory, or otherwise offensive.
- Creating or transmitting e-mail or images that might be considered inappropriate in the workplace, including but not limited to messages or images that are lewd, obscene, sexually explicit, or pornographic.
- Creating or transmitting messages or images that might be considered inappropriate, harassing, or offensive due to their reference to race, sex, age, sexual orientation, marital preference, religion, national origin, physical or mental disability, or other protected status.
- Downloading, copying, or transmitting documents or software protected by third party copyrights in violation of those copyrights. Any personnel with a question concerning a copyright issue should contact the Executive Director.
- Using encrypted devices and software that have not been expressly approved by NASAR.

Security

The e-mail system is only to be used by authorized persons, and personnel must have been issued an account and e-mail password in order to use the system. Personnel shall not disclose their codes or passwords to others and may not use someone else's code or password without express written authorization from the Executive Director.

No Presumption of Privacy / Confidentiality

E-Mail communications should not be assumed to be private, and security cannot be guaranteed. Highly-confidential or sensitive information should not be sent through e-mail. Personnel are required to use e-mail in a manner that will not risk the disclosure of NASAR proprietary material and other information to persons outside NASAR or unauthorized recipients.

Reporting

NASAR personnel who are aware of any violation of this policy by another person should report the violation to a supervisor immediately.

Message Retention and Creation

Employees should be careful in creating e-mail. Even when a message has been deleted, it may still exist in printed version, be recreated from a back-up or archival system, or may have been forwarded to someone else. Please note that appropriate electronic messages may need to be saved. NASAR may be required to produce e-mail in litigation.

Viruses

Any files downloaded from e-mail received from non-NASAR sources must be scanned with virus detection software. Any viruses, tampering, or system problems should be immediately reported to the Executive Director.

Other Policies

All existing NASAR policies apply to employee conduct in connection with e-mail, including but not limited to, NASAR policies regarding intellectual property, insider trading, misuse of NASAR property, discrimination, harassment, sexual harassment, information, data security, and confidentiality.

Passwords

All passwords used on the NASAR email system or NASAR social media sites must be made known to NASAR. The use of passwords to gain access to NASAR's computer systems or to access specific files does not provide users with an expectation of privacy in connection therewith.

Retention in the Event of Litigation, Subpoena, or Regulatory Inquiry

It is NASAR's policy to comply with all legal proceedings. In the event of any litigation, subpoena, regulatory inquiry, criminal proceeding, or the like, NASAR personnel are absolutely and unequivocally prohibited from deleting, discarding, or destroying any e-mails or any other documents relating in any way to the litigation, subpoena, regulatory inquiry, criminal proceeding, or the like.

No Waiver

Any delay or failure to discipline personnel for violations of this policy will not constitute a waiver of NASAR's rights.

Consequences of Violations

Violations of this policy or other NASAR policies may result in discipline, suspension, termination of employment, and/or legal action.

Chapter 17 – Support Tools

NASAR is a virtually-based corporation and utilizes technological tools to provide support to its employees, volunteers, and contractors. We strive to provide tools and services that work on both PC's and MAC's.

DropBox File Support

DropBox is a secure cloud storage service that allows NASAR to instantly and continuously provide access to files. Instructors and Lead Evaluators are provided access to the courses and examinations for which they are qualified. By utilizing DropBox, we are able to provide multiple versions of curriculum in parallel (allowing overlapping access for older versions to newer versions), as well as equal availability to all instructors and lead evaluators.

Access is provided to you via an email invitation that NASAR will send to you. By accepting the invitation, you will be walked through installing DropBox on your PC/MAC. Once access is granted, you will have access to the files.

Some of the NASAR material on Dropbox has large file sizes. If you are using the free Dropbox application, then there are maximum file size limitations that you may need to manage to be able to access NASAR information.

Website Resources

The NASAR website has 2 buttons that lead you to areas for FORMS / APPLICATIONS and DOCUMENTS / DOWNLOADS. In these 2 locations you will find common forms, applications to become an instructor or lead evaluator, and other documents that might be useful to you.

Enhanced Instructor and Lead Evaluator Kits

NASAR is in the process of building enhanced Instructor and Lead Evaluator kits. These kits include items like extra map problems, T-Card systems, navigation course markers, and durable equipment. More information regarding these items will be distributed to you via email and on the website as they become available.

APPENDIX - A

Specialty Resource Policies and Procedures

Canine Policies and Procedures

Mounted Policies and Procedures

NOTE: THIS APPENDIX IS UNDER REVISION AND REVIEW AND WILL BE PUBLISHED SHORTLY

APPENDIX - B

Forms

These forms are always available on the NASAR website under the button for “Forms / Applications” at www.nasar.org. You may also replicate the forms included in this chapter for use during a course or certification.

Instructor / Evaluator / Lead Evaluator Application

This form is used to apply for the status of instructor, evaluator, or lead evaluator. This form is used for all disciplines.

Instructor / Evaluator / Lead Evaluator Non-Disclosure Contract

This form is signed by the instructor / evaluator / lead evaluator one time only after their status is approved. This form replaces the legacy Personal Service Contract (PSC) form.

Course / Certification Notice (CCB)

This form is used by Instructor and Lead Evaluators to announce a course or certification and gain approval for it.

Hazard and Risk Assessment Form

This form is used to assess hazards to the participants and inform them of the hazards and mitigation steps.

Student Registration

This form is used by the student / candidate to register for a course / certification.

Canine Student Registration

This form is used by a candidate to register for a canine certification.

Class Roster

This form is used as a roster for the entire course / certification.

Liability Form

Each student / candidate in a course or certification must sign this form prior to participating.

Station Failure Report

This form is used to report a student's or candidate's failures at a practical station.

Instructor Candidate Review

This form is used by an Instructor to review the performance of a candidate instructor.

Evaluator Candidate Review

This form is used by a lead evaluator to review the performance of an evaluator.

Course Or Examination Critique

This form is used by students and candidates to critique a course or certification they have attended.