



CPI's Training Process

Your Guide to Improving Instructor Confidence
and Competence



Introduction

For more than three decades, CPI has trained over 10 million professionals and helped thousands of organizations successfully implement the *Nonviolent Crisis Intervention*® training program. We currently have approximately 30,000 Instructors certified to teach the program within their organizations.

But we've done more than teach in the last 35 years. We've learned. Through our ongoing contact with our Certified Instructors, we've identified the most critical components of an effective Training Process. These components have been instrumental in helping to reduce the number of crisis incidents; improve staff intervention strategies; and create safer, more secure environments.

CPI's Commitment to Quality: The Instructor Certification Program

Training staff to intervene in a manner that provides for the best possible care and welfare of individuals while maintaining a safe and secure environment would be difficult to fully achieve in a single training session. Therefore, staff training in the area of crisis prevention and intervention must be viewed as an ongoing process.

To help organizations achieve this in a cost-effective and efficient manner, CPI established the Instructor Certification Program. Having a Certified Instructor or Instructors on staff allows you to conduct in-house training. It's an ideal way to:

- Cascade the program throughout your entire organization.
- Demonstrate a commitment to the philosophy and principles taught in the *Nonviolent Crisis Intervention*® program.
- Achieve a positive and lasting impact.

CPI is committed to providing ongoing consultation and resources to our Certified Instructors. We can help shape and tailor *Nonviolent Crisis Intervention*® training components to accommodate evolving staff needs and organizational issues.

Sharing Improvement Practices

The best practice strategies we've garnered over the years from our Certified Instructors align with seven distinguishable categories. These categories are central to the *Nonviolent Crisis Intervention*® Training Process.

An Overview of the *Nonviolent Crisis Intervention*® Training Process

Establishing the Foundation: The *Nonviolent Crisis Intervention*® Training Program

Providing *Nonviolent Crisis Intervention*® training to staff allows them to organize their thinking about what they experience with individuals who may become agitated, disruptive, or aggressive. The program aids staff in:

- Using effective techniques to approach and reduce the tension of an agitated person.
- Assessing and responding to various levels of risk behavior.
- Using techniques to control their own anxieties during interventions and maintain the best possible professional attitude.
- Using nonverbal, paraverbal, verbal, and physical intervention skills to provide the best *Care, Welfare, Safety, and Security*™ for all involved—even during the most violent moments.
- Focusing on the safest options if a person loses control and becomes violent.

Staff who participate in the program learn how their own behaviors and attitudes impact the behaviors and attitudes of others. Additionally, they'll understand how working as a team helps to effectively resolve disruptive and dangerous situations in a safe and respectful manner. With organized thinking and a common language relating to these team efforts, staff leave the *Nonviolent Crisis Intervention*® training program with increased confidence in their abilities to prevent and intervene in crisis situations.

Building on the Foundation: Ongoing Training

"As has been shown in a variety of settings, the 'train-and-hope' approach to implementation does not appear to work."

There's no way to predict exactly what will occur during real-life crisis situations. Through training, we can identify common behaviors and explore strategies for intervention, but the behaviors and intervention strategies come to life in our day-to-day experiences.

That's why ongoing training is so important. Ongoing training opportunities build on the foundation established in the *Nonviolent Crisis Intervention*® training program. The Training Process gives staff the opportunity to develop a more meaningful understanding of how program concepts apply to

their work with service users. Over time, staff build confidence in their ability to apply training concepts effectively and safely as they face various and ever-changing realities.

Just as CPI provides ongoing consultation, support, resources, and training to Certified Instructors, organizations need to support their Certified Instructors as they provide ongoing training, application, and problem-solving opportunities to staff who have been trained. Certified Instructors can use the *Nonviolent Crisis Intervention*® Training Process as a guide in providing those opportunities.

The *Nonviolent Crisis Intervention*® Training Process

The Training Process is an opportunity to ensure that training concepts are revisited in ways that expand upon content taught through practical application. It promotes decision making in interventions that are rooted in the program's core philosophy of *Care, Welfare, Safety, and Security*™.

The process allows Certified Instructors to explore ways to apply concepts from the program to their organization's realities. The primary goal of the Training Process is to assist staff members in confidently and effectively applying training concepts and intervention strategies to the real-life situations they face.

The *Nonviolent Crisis Intervention*® Training Process can connect the concepts to:

- Evolving circumstances
- Problem-solving efforts
- Quality assurance measures
- Policies and procedures
- Documentation
- Staff meetings
- Staff development opportunities
- Scenario-based practice

Seven Components of the Training Process

The *Nonviolent Crisis Intervention*® Training Process includes seven components that give Instructors implementation options and flexibility. Each component exemplifies practices that have maximized the effectiveness of interventions and strategies taught in the *Nonviolent Crisis Intervention*® training program. The seven components include:

- *Nonviolent Crisis Intervention*® Training
- Formal Refreshers
- Rehearsals & Drills
- Situational Applications
- Policy Discussions
- Reviews
- Practice



Nonviolent Crisis Intervention® Training

Goals:

- To organize thinking about risk behavior and crisis intervention.
- To establish common language for staff.
- To increase staff confidence in their abilities to prevent and intervene in crisis situations.



Description:

At the core of the Training Process is the *Nonviolent Crisis Intervention®* training program. Certified Instructors facilitate the program according to CPI's quality standards for training continuity and relevance. These standards require the Instructor to:

Facilitate training within an Instructor's Base of Employment.

- Certified Instructors can facilitate training using traditional classroom methods or a blended (hybrid) learning option.

Utilize CPI instructional materials during training.

- CPI training materials are uniquely designed to promote training accuracy and learning transfer.
 - The **Instructor Guide** (included with Instructor certification), promotes training continuity while assuring relevance through Instructor customization.
 - *Nonviolent Crisis Intervention®* **Participant Workbooks** reinforce and document learning. Every participant leaves the program with this valuable resource for ongoing reference.

Submit documentation to validate training.

- **CPI maintains records**, documenting all authorized training facilitated by Certified Instructors and staff participants. An organization's training records can be easily accessed by Certified Instructors (and other organization designees) online.
- Each **Participant Workbook** includes a post-test and a Blue Card™ to validate training with CPI.

Upon completion of the *Nonviolent Crisis Intervention®* training program, Certified Instructors review post-tests and evaluations from program participants. This assists Certified Instructors in identifying areas that may need additional focus or elaboration through the ongoing Training Process.

Formal Refreshers

Goals:

To review and expand on the *Nonviolent Crisis Intervention*® training concepts.

- To regularly and formally assess staff competence and proficiency in the intervention strategies taught in the *Nonviolent Crisis Intervention*® training program.
- To assess team member strength areas and areas needing improvement relating to crisis prevention and intervention.



Description:

CPI recommends that Certified Instructors conduct refresher training for staff at least once every six to 12 months, and in accordance with CPI's recommended practices for content and program length.

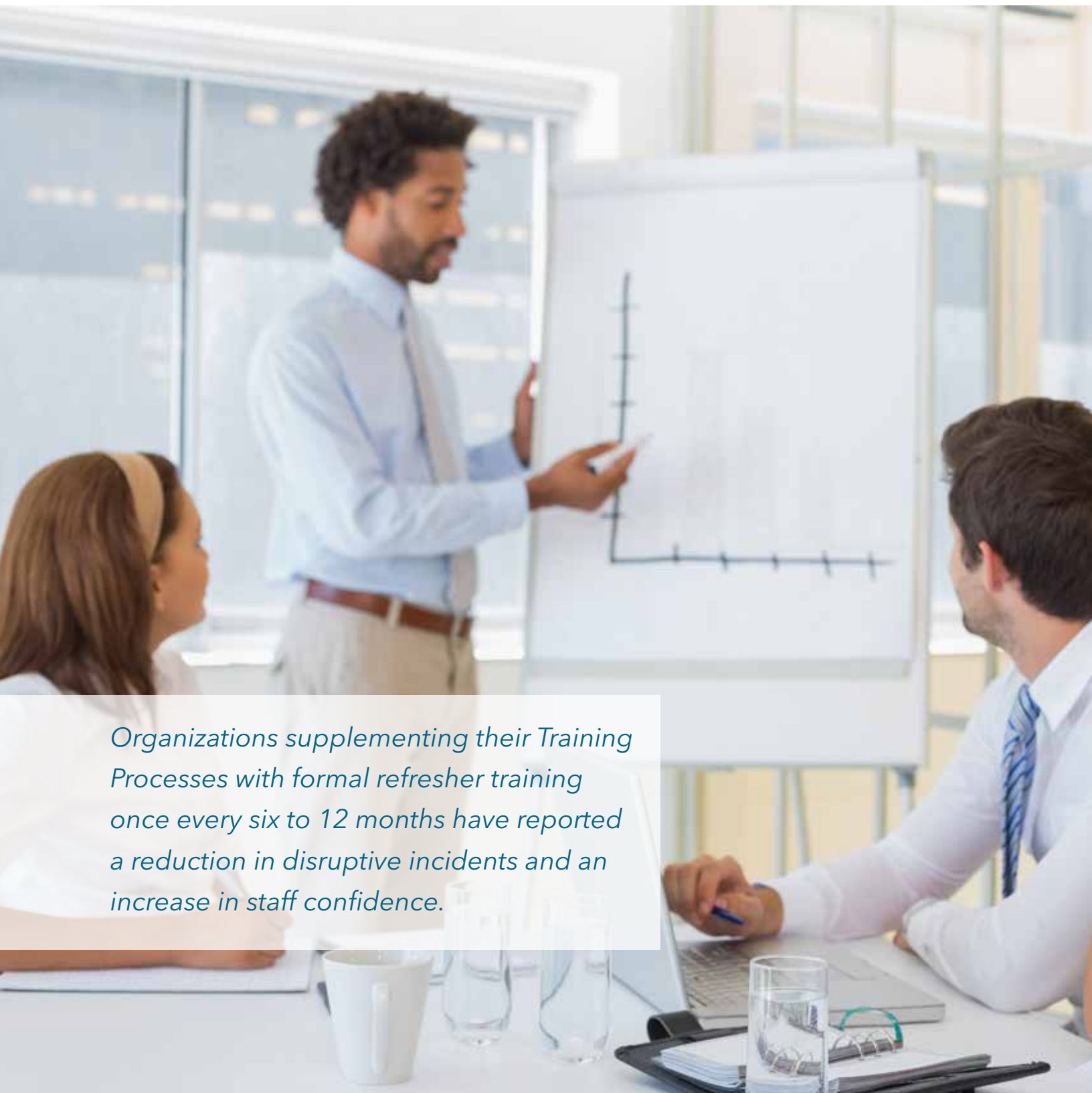
The most meaningful refresher training courses are not merely reviews. Instead, they're opportunities to explore concepts in greater detail, and discuss successes and challenges staff have experienced in using information taught in the foundational *Nonviolent Crisis Intervention*® training program.

Most important, refresher trainings should be used to improve crisis intervention effectiveness of individual team members and the team as a whole. It's essential that these courses are highly interactive and customized to the needs of participants. This dynamic approach will keep the course content interesting and relevant for staff.

Refresher training options include:

- Using the foundational *Nonviolent Crisis Intervention*® Participant Workbooks. This serves as the basis of the course for conducting a full program refresher. Hybrid training is also available as a refresher option for authorized hybrid Instructors.
- Using the *Personal Prevention Plan*™. This training supplement is designed to help staff members personally apply what they've learned about *Nonviolent Crisis Intervention*® program concepts. A self-evaluation leads participants through a process that allows them to assess how well they're using prevention, intervention, and Postvention techniques in their workplace situations.
- Using CPI's DVD refresher training. These DVD programs are issue-specific. All begin by reviewing the basics of the *Nonviolent Crisis Intervention*® training program and then focus on a specific topic area. Certified Instructors may choose to use any of CPI's DVDs that are accompanied by Participant Workbooks for refresher training.
- Using the "Creating a Customized Refresher Training Program" format. **This option is for Master Level Instructors only.** Before taking part in this type of refresher course, participants should have completed at least two refresher courses as described above.
- Using advanced course materials that focuses on issues such as autism, trauma-informed care, verbal skills, physical intervention, and dementia/cognitive challenges.

CPI materials are used for all refresher trainings. The workbooks contain post-tests that are completed by all participants, and Blue Card™ confirmations that are used to validate and document the training with CPI and acknowledge course completion.



Organizations supplementing their Training Processes with formal refresher training once every six to 12 months have reported a reduction in disruptive incidents and an increase in staff confidence.

Rehearsals & Drills

Goals:

To provide staff opportunities to apply and adapt intervention strategies from training to more realistic situations.

- To increase skill, and build confidence in abilities to problem solve and respond to the realities and unpredictability of crisis situations.
- To assess skill levels of crisis response teams for planning future components of the ongoing Training Process.



Description:

Rehearsals are developed and coordinated to mirror situations that may occur in the workplace. These simulations can focus on a specific type of circumstance that has been challenging to staff.

Acting as director of the rehearsal, the Certified Instructor sets the scene and assigns roles to participating staff. While observing the simulation, the Instructor may wish to freeze, or stop, the action to offer feedback or make necessary points relating to the intervention. It should be made clear to everyone that this type of feedback is a learning opportunity rather than a forum for assessing staff members' skills.

Rehearsal situations may closely approximate situations that occur in the workplace, but they shouldn't attempt to re-create a situation that actually occurred. Doing so could cause staff to interpret that the intervention used in the actual situation is being criticized, and it risks those staff becoming alienated or defensive.

Rehearsals of team intervention to manage physical aggression are crucial at facilities that may experience such emergencies. Because physical interventions taught in the *Nonviolent Crisis Intervention®* training program require a retraining of our primal instincts, rehearsals are an essential training tool to simulate situations in which physical intervention may be necessary in the context of a realistic situation. Rehearsals will reveal skills, strategies, and applications that staff may need to practice or further develop.

Drills can be considered in two ways. First, a crisis intervention drill, like a fire drill, can be an unannounced rehearsal to which staff must respond. Procedures for such drills should be thoroughly developed by the Certified Instructor(s) and approved by administration.

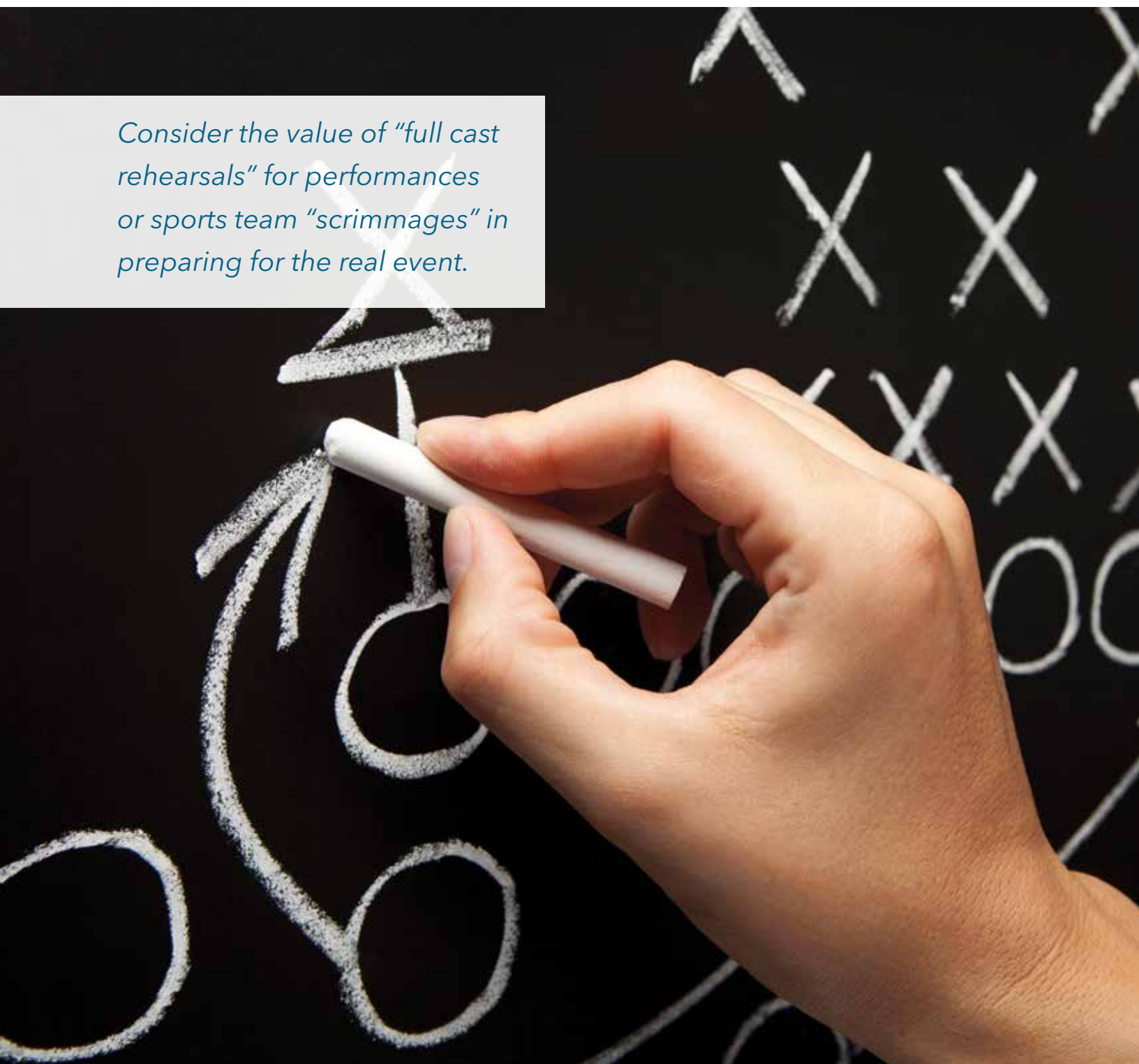
All staff should be informed of the policies and procedures relating to crisis drills, and follow-up debriefings should be conducted. Staff should be encouraged to discuss alternative interventions and outcomes. At a minimum, discussions should examine:

- Effective responses; strengths of the team.
- Ineffective responses; areas needing improvement.
- Alternative interventions and possible outcomes.

Like rehearsals, drills help identify ongoing training needs: areas to focus on in practice and review sessions, as well as points to consider in future policy discussions.

Drills can also serve as a means to improve performance in a skill area through repetition. These types of drills are incorporated into practice sessions when certain movements or approaches appear to be awkward or difficult. Repetition drills, simulating effective ways to approach a person demonstrating various levels of risk behavior, are useful in building confidence, especially in staff members who may have demonstrated difficulties using CPI's disengagement or holding skills. Individual staff members may need to do repetition drills to improve their form or combine steps of the procedures to achieve one fluid movement.

Consider the value of "full cast rehearsals" for performances or sports team "scrimmages" in preparing for the real event.



Situational Applications

Goals:

To review situations that have occurred and to specifically examine the application of concepts taught in the *Nonviolent Crisis Intervention®* training program.

- To reinforce information and skills, and to problem solve for future similar situations.
- To apply and discuss program strategies as they relate to organization incidents/situations.

Description:

Situations occur and issues may surface that can be utilized as the basis for ongoing training opportunities. Documentation (e.g., incident reports), discussions with staff, or a crisis reduction committee report are sources of information that provide these opportunities.

As an example, perhaps an escalation was prevented through the effective use of limit setting. Sharing this application of program concepts is validation for the staff members involved and illustrates for other staff the effectiveness of limit setting. Or, it may be that during a serious incident, the crisis response team took an exceptionally long time to arrive. This situation can be discussed to determine the cause, identify ideas for improvement, and apply program concepts and language to the situation.

This type of experiential learning is a hands-on opportunity to reduce an event to its simplest form, starting with the beginning of the situation and exploring the function of a given behavior. Concepts are best learned when they're examined in a variety of contexts. Learners are allowed to practice skills at their own pace and apply them to their workplace realities.

This is also an opportunity to assess tools that staff possess and actually use, or to assess skill areas that need more practice. Periodic situational applications that incorporate discussion, repetition, and practice of skills will increase staff confidence and improve training transfer.



Policy Discussions

Goals:

- To clearly reinforce expectations of staff who intervene in escalating situations in the workplace.
- To discuss necessary changes in policies and procedures as regulations, standards, legislation, and organizational circumstances change and connect policy changes to training concepts.
- To maintain and promote open communication about policy or procedure issues that relate to *Nonviolent Crisis Intervention*® training.



Description:

Policy discussions should be scheduled regularly to reinforce and deepen staff's understanding of expected best practice. They're a key way to keep staff informed and aware of expectations for their actions and interventions. Discussions should address crisis intervention strategies taught in the *Nonviolent Crisis Intervention*® training program, and how policies and procedures support and reinforce strategies.

Improved understanding and increased confidence will result in staff behavior that's more consistent with the organization's policies and procedures. They also help staff members recognize that the training they attend relates to job performance expectations of the organization.

Policies and procedures must support training and vice versa. Furthermore, administrative understanding and commitment to that connection is crucial.

Organizations committed to best practice recognize and adapt to changes in legislation, regulations, standards, and service user needs. A policy review committee can take responsibility for keeping apprised of and reporting such changes. Changes may suggest that adjustments to policies and procedures are necessary. This elevates the importance of regularly scheduled policy discussions. They're an essential training tool for keeping staff updated, and for promoting consistency and cohesion among staff.

These discussions are a forum for exchanging information, ideas, observations, and feedback throughout the organization. They'll validate the need for the other components of the ongoing Training Process.

Reviews

Goals:

- To reinforce specific concepts and principles from the *Nonviolent Crisis Intervention®* training program in a focused manner.
- To provide staff with ongoing exposure to course content so that they remain familiar with the information, and confident in their abilities to utilize the information effectively and safely.



Description:

Reviews are both valuable and efficient training tools. Certified Instructors should identify areas for review by reading participants' post-tests and evaluations, by surveying staff, and by observing efforts to prevent and intervene in crisis situations.

A variety of formats can be used. Examples include:

- Posting reminders (CPI posters).
- Distributing CPI pamphlets or including them in employees' paycheck envelopes.
- Starting an employee newsletter or including a feature column in an already existing newsletter (electronic or printed).
- Creating a *Nonviolent Crisis Intervention®* training bulletin board, and using it to post an overview of one course chapter each week and as a place to announce upcoming training dates.
- Making CPI's *Nonviolent Crisis Intervention®* training DVDs available for staff to review.
- Scheduling 10 minutes into regularly scheduled staff meetings to review a specific intervention strategy from the course.

These brief content reviews will help staff stay connected to and focused on the information presented in their foundational *Nonviolent Crisis Intervention®* training program. It better prepares them to implement the training strategies and philosophy on a day-to-day basis. Ongoing content reviews allow staff to develop greater confidence in themselves and each other, fostering a more cohesive team.

Practice

Goals:

- To assist staff in improving their crisis intervention skills.
- To teach problem-solving skills necessary for use when situations occur that weren't specifically addressed in the foundation training.

Description:

All staff are encouraged to practice all skills and strategies taught in the *Nonviolent Crisis Intervention®* training program. Staff can practice independently, with a partner, or in teams outside of formal training programs. Practice will strengthen and solidify staff members' skills, as well as those learned in training. Without ongoing practice, intervention skills may drift and could be forgotten completely.

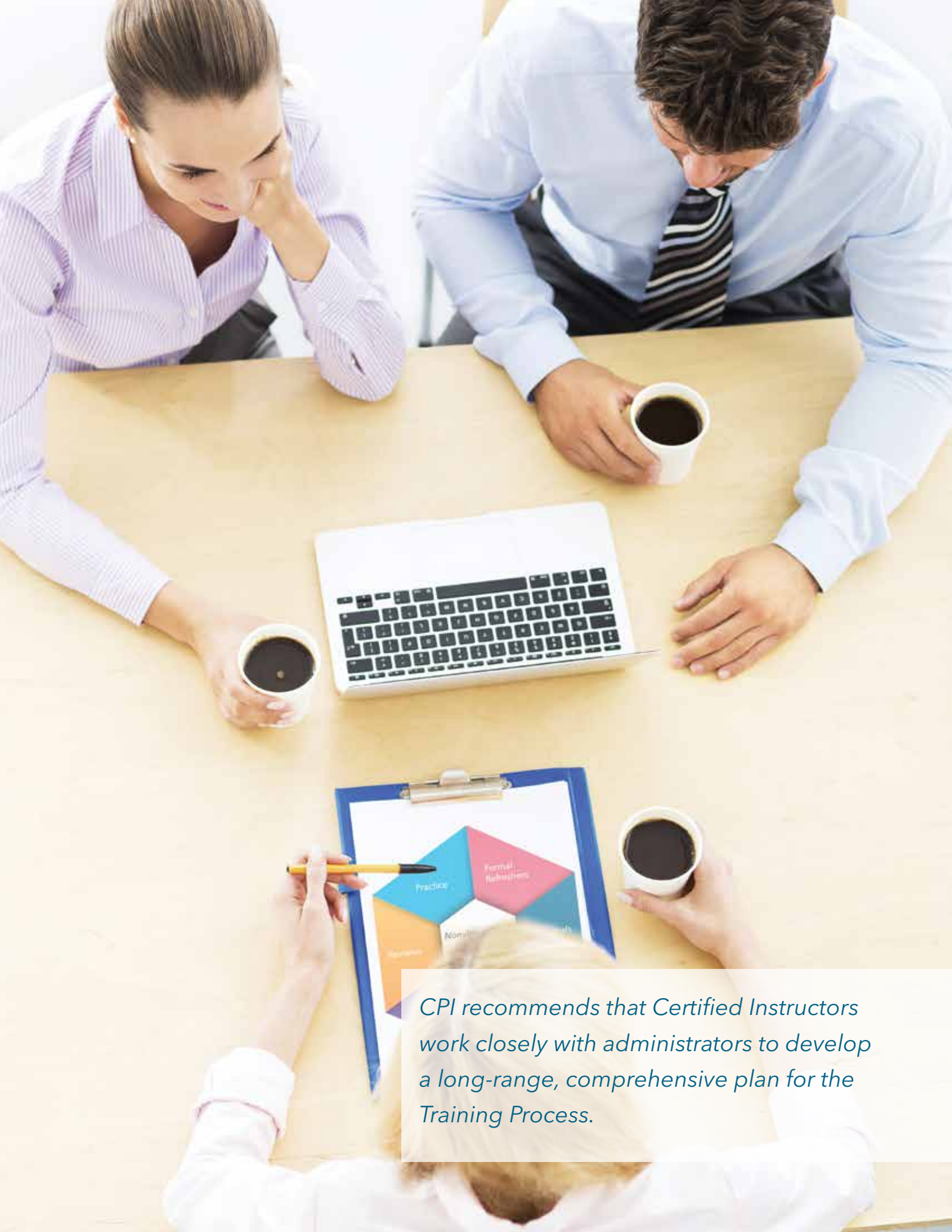
The physical interventions taught in the foundation training (CPI's disengagement and holding skills) will be new to most staff members. Ongoing practice will help staff develop those skills and build confidence using them. Repetitions will increase performance fluidity and effectiveness.

The need to practice nonverbal, paraverbal, and verbal intervention skills can be easily overlooked. Yet, practice is essential for assessing and reinforcing these invaluable preventive and de-escalation skills. Frequently scheduled sessions containing exercises and role-plays can foster continual improvement in:

- Recognizing signs of anxiety.
- Decision making.
- Empathic Listening.
- Stating directives/setting limits.
- Managing responses to fear and anxiety.
- Organizing and mobilizing a crisis response team.
- Facilitating Postvention with the individual and with team members.

These practice sessions should be included in professional development plans for all employees. Certified Instructors can identify strengths and areas needing improvement by monitoring practice. This helps in planning future practice focus areas and identifying other Training Process needs.





CPI recommends that Certified Instructors work closely with administrators to develop a long-range, comprehensive plan for the Training Process.

Summary

Organizations utilizing the *Nonviolent Crisis Intervention*® training program have collected convincing evidence showing that the best results are achieved from presenting the training as an ongoing process. CPI recommends that Certified Instructors work closely with administrators to develop a long-range, comprehensive plan for the Training Process. This will ensure continuous improvement in staff abilities to utilize intervention strategies that are effective, safe, and respectful.

CPI is committed to supporting the Certified Instructors and organizations using the *Nonviolent Crisis Intervention*® training program. For ongoing development, Certified Instructors can access online resources on demand to build expertise and expand training relevance. This extensive resource library is continually updated and access to it is included in the annual CPI Instructor Association membership fee. Other benefits include:

- **Phone consultation** to discuss training implementation with a CPI training specialist as often as needed.
- Refresher training, including **online webinars**.
- Invitation to CPI's International **Instructors' Conferences**.
- Exclusive access to the Instructor Association website, which features resources, tutorials, interactive learning activities, and **an online networking community**.
- **Subscriptions** to the *Journal of Safe Management of Disruptive and Assaultive Behavior* (JSM) and the *Instructor Forum*.
- Access to the **Supportive Stance**, an online newsletter that provides relevant legislative and regulatory updates to help Certified Instructors consider significant mandates and best practice with organizational leadership.
- Advanced courses that focuses on issues such as autism, trauma-informed care, verbal skills, physical intervention, and dementia/cognitive challenges.

Creating and maintaining a culture of *Care, Welfare, Safety, and Security*™ within an organization requires more than presenting the *Nonviolent Crisis Intervention*® training program as a one-time event. It's only when the training program becomes the cornerstone of an ongoing Training Process that staff will acquire improved skills and greater confidence.



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