



EMERGENCY RESPONSE PLAN DRILL

ERP EXERCISE



Pre-announced Full Drill Scenario – Tornado

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INFORMATION FOR THE DRILL FACILITATOR

Exercise Details

Personnel Involved

This exercise generally involves all emergency response team members in a normal workday setting. Using a hazard-specific scenario, supporting documentation, and injected messages simulating field-derived information, the participants perform the required actions to the maximum extent possible while in a controlled training environment. With a facilitator to keep the discussions focused, the outcomes derived from a full drill exercise may include new policy, plan revisions, and training requirements. Due to the nature of this specific drill; it is highly recommended that the operator attempts to involve other agencies (e.g., fire department, airport ops, etc.) in the drill. Emergency services and Airport Operations drill regularly and are usually very receptive to doing joint drills as this helps ensure that the emergency response plans of each entity are properly coordinated during an actual response.

About the Exercise

A full drill exercise is a focused practice activity that places the entire operation in a simulated situation requiring employees to function in a capacity expected of them in a real ERP event. Its purpose is to promote preparedness by exposing the entire operation to an artificial emergency situation while evaluating employee actions and company policies and plans. Participants should be able to recognize and prioritize required tasks and use the ERP effectively.

This ERP drill is a simulation of a tornado which touches down at the home base airport causing significant injuries and damage. ***If tornadoes are not prevalent for your location, you can replace the tornado scenario with a different natural disaster. The intent is to exercise many different aspects of the operation's ERP and may also demand some other company procedures as the drill progresses. As facilitator, you are the referee for this exercise, so ensure you adequately control the release of information to the participants and take detailed notes to aid in debriefing the results and correcting any plan deficiencies. Schedule this exercise on a day when company managers are willing to devote a few hours to fully complete all necessary portions.

This drill is designed to be a scheduled pre-announced full drill exercise that will evaluate the preparation and response of personnel throughout the company and may also include a coordinated response with other organizations, if applicable. It is critical that each participating employee accurately and completely perform and document their required actions during the exercise. Observe participants carefully and ensure they are documenting and executing as intended in the ERP.

Your drill should include:

- Simulation of the required phone calls with the correct, verified phone numbers.
- Assembling the Emergency Response Team.
- Coordination of support requirements.
- Completion of all action items with as much realism as practical.

If able, the drill should also include at least one potential failure (e.g. absence of key personnel, power supply shortages, communications failures, etc.) that could affect the execution of the ERP. Personnel should identify the failure and establish contingency plans necessary for the safe conclusion of an actual emergency situation. Particular emphasis should be placed upon ensuring the operational reliability and compatibility of all communication equipment designated for use during an incident.

Make sure you as facilitator keep a log; your notes will be used to debrief the exercise, identify problems, and evaluate the need for changes in the ERP. Also ensure response team members are documenting all of their actions and external conversations.

Remember the intent of the drill is to train and increase the proficiency of the emergency response team members and discover any deficiencies in the ERP itself. The end-product should be a better prepared team and an improved or validated ERP.

PREPARATION

Phase 1

Drill Phone Calls

If possible, set up an exercise phone number (either a cell phone or land line) that you as the facilitator will use to simulate some of the external communication. The exercise phone line must be published as part of the exercise pre-brief. When a response team member or other individual is required to make a phone call, ensure the number they are calling is vocalized to verify it's correct, then utilize the exercise phone line. All phone conversations should be documented with detailed descriptions of who was called and a brief written summary of the call.

At the beginning of each phone call, remember to state "This is an emergency response drill. My name is _____. This is not an actual emergency. All events are simulated. All phone calls will be made to the exercise phone line for this simulation."

Exercise Pre-Brief

1. Announce the day and time of the exercise via company communication channels. All employees must know a simulated emergency drill will occur at a specific date and time. Send out reminder notices as required.
2. Ensure each team member is notified when the drill will occur and brief any employees that may be involved in some capacity
3. Make sure each manager has a copy of the ERP and has read through the portion that pertains to their department.
4. Set up the exercise briefing the day prior or day of the drill. Make sure all required attendees are present.
5. Provide an exercise phone number to the response team and remind everyone to state "This is an emergency response drill. My name is _____. This is not an actual emergency. All events are simulated. All phone calls will be made to (exercise number) for this simulation."
6. Emphasize to everyone that they need to fully participate and perform their duties to the maximum extent possible, as if this were an actual emergency response.
7. Ask for questions and discuss any points of confusion.

Preparing for the Drill

1. Schedule the drill for a typical day for flight operations and maintenance at home base. (i.e., types of activities that would be conducted during a normal day, number of aircraft in the hangar and/or on the ramp, number of personnel working, aircraft arriving and departing etc.)
2. ***Optional: consider inviting other organizations to participate and exercise their own Emergency Response Plans alongside yours (where applicable).

3. Use the scenario on the following page. Disseminate the National Weather Service warning via the best means possible to simulate the natural disaster as an actual event but make sure to indicate clearly and boldly it is a drill.
4. Release the exercise inputs (H+ minutes) at the elapsed time intervals indicated. Controlling the release of information not only improves realism but allows the entire response team to participate with a realistic flow. Avoid providing more information than would be available in a real situation.
5. As facilitator make sure you take thorough notes and document significant observations. At the conclusion of the exercise, you will use those notes to evaluate the response team's actions and the ERP itself. Record any stated concerns by the participants which may require revision of the ERP. If appropriate you may want to schedule a follow-on meeting and present the team with a finished summary of the exercise, open items, problems that were identified, and other suggestions.

SCENARIO

The National Weather Service issues an urgent warning: "Time – County. A tornado has been sighted or indicated by weather radar. There is imminent threat to life and property! Move to a basement or an interior room on the lowest floor of a sturdy building. Avoid windows. Protect yourself from flying debris."

ERP DRILL PROCEDURES

Phase 2

Exercise Inputs: Timed releases

At the beginning of each phone call, remember to state

“This is an emergency response drill. My name is _____. This is not an actual emergency. All events are simulated. All phone calls will be made to (your number) for this simulation.”

H Hour

The event information previously described in the preparation section (Phase 1) is disseminated to all participating employees via the most accurate means possible.

Goal:

As soon as the National Weather Service issues the tornado warning, the Company’s tornado warning procedures should be activated and communicated to all personnel and visitors. Each department should make sure their team is accounted for and make their way to the designated areas to take shelter.

Facilitator Notes:

Tornadoes can occur with little or no warning and can create a chaotic scenario. It is imperative that personnel are familiar with the Company’s tornado warning procedures. Are there designated areas to take shelter? How are the tornado warning procedures communicated to everyone? Are there policies to ensure all personnel are accounted for? Is there a visitor log to make sure all visitors are accounted for?

Additional Notes/Lessons Learned

Action Items

H+10 minutes:

Everyone should be gathered in their respective shelters at this point and the designated individual responsible for coordinating all company emergency response activities should be verifying status of all departments and their potential visitors. Have a participating department leader indicate that there has been a miscount and one employee is missing.

Goal:

Department leaders should be working together to try and locate the missing employee. Can anyone confirm that they saw the missing employee at headquarters earlier in the day? When and where was the employee last seen? Did they go home or call in sick? Could they be out to lunch or on break? Is there current contact information available for all employees? Is there an emergency contact list for each employee?

Facilitator Notes:

Many times, in the urgency to find the missing person, others may place themselves in jeopardy and become victims themselves. While the tornado warning is still active it is important that everyone continue to shelter in place.

Additional Notes/Lessons Learned

Action Items

H+15 minutes:

The airport was in the direct path of the tornado. After several excruciating long minutes, the sirens stop sounding and it is safe to come out of the shelter.

Goal:

Department leaders should be checking on their team and doing an initial damage assessment. Status updates should be provided to the designated individual responsible for coordinating all company emergency response activities. The emergency response plan should be activated at this time.

Facilitator Notes:

The aftermath of a tornado is going to be chaotic. It will take a while to fully know the extent of the damage; however, the first priority is life safety. Are there any injuries? Is everyone safe in their current locations? Employees who are trained in First Aid will be assigned to help anyone who is injured.

Additional Notes/Lessons Learned

Action Items

H+20 minutes:

The tornado knocked out power to the area and phone networks are congested causing communication issues.

Goal:

Team members work together to set-up the emergency response center. With phone networks jammed, team members should use social media to help with emergency management. Follow posts from local authorities, local news stations, and the airport manager to get the latest updates.

Facilitator Notes:

Good communication is key. With the phone lines jammed, how is the team communicating with each other? There will be a lot of information about the event on social media including false reports. Make sure the team is getting accurate information from reliable sources and they don't get distracted by the false reports.

Additional Notes/Lessons Learned

Action Items

H+30 minutes:

Have an employee provide a status update after surveilling the area. Report that they smell natural gas near the hangar, a fuel truck is on its side rapidly leaking fuel, aircraft have been flipped over on the ramp, doors have been ripped off the hangars, the gate to access the ramp has been damaged, and there's lots of debris in the roadways.

Goal:

Everyone needs to be evacuated from the area near the gas leak. Employees should avoid using anything that could cause a spark. Action by employees with knowledge of building and process systems is extremely important in stabilizing the situation and assisting first responders when they arrive.

Facilitator Notes:

How close is the flipped fuel truck to the gas leak? Are there downed power lines? After life safety, the second priority is stabilizing the situation. First responders and utility workers may have a difficult time reaching the facility. Observe how the team works to stabilize the situation while they wait for help to arrive.

Additional Notes/Lessons Learned

Action Items

H+40 minutes:

Emergency personnel begin arriving on scene. Some employees and visitors who were injured during the tornado receive medical treatment and are transported to local hospitals. Have the missing employee contact headquarters to let them know they are safe and sound. Explain the employee had left early for a doctor's appointment and was on their way back when they heard the tornado warning.

Goal:

Coordination with emergency services, the utility companies, airport manager, etc. should be in full force by now. Any employees or visitors who were injured should be tracked using the Victim Location and Status Record sheet. Company updates should be provided to employees and customers. Decisions should be made regarding operations.

Facilitator Notes:

Take a step back and ensure the drill is under control. Carefully observe coordination with other company entities and outside participants. You should observe the team with a clear, coherent picture of the event by this point; not everything will be known, but team coordination should be smooth and strategy clear.

Additional Notes/Lessons Learned

Action Items

H+50 minutes:

An accurate picture of the situation is crucial by this point and all or most of the functions and assignments should be ongoing, with each team member following their respective checklists or direction from the team leader.

Goal:

Team members execute their responsibilities with limited direction and don't introduce confusion. Documentation of all the team activities is accurate and complete. Coordination with necessary outside elements is now established.

Facilitator Notes:

You can let the exercise flow on its own to the point of completion. Introduce further information to complement existing details as necessary but avoid injecting new circumstances at this point in the exercise. Use judgment to decide when enough is enough and the participants have gained all they can from the training.

Additional Notes/Lessons Learned

Action Items

H Complete:

When at a logical stop point, end the exercise. Ask team members to complete any notes and other documentation and then collect all of the papers, folders, etc. Give the participants a 15-minute break and then gather back into the space for a debrief of the exercise.

Goal:

All of the documentation that occurred during the exercise is valuable history that can be used to evaluate team performance and the ERP itself. Ensure all documentation is organized for post exercise evaluation.

Facilitator Notes:

This is not the time for a full analysis of the drill, but it is important to provide some interesting feedback on the observations. Review your facilitator notes and prepare some highlighted and important observations for the debrief.

Team Debrief:

Good job to the response team! They dedicated their time and worked through the exercise. Use the debrief to review the exercise scenario, answer questions and discuss strengths and weaknesses identified in the initial review. Encourage interaction and discussion during the debrief and be careful not to criticize individuals directly. Develop some simple takeaways and action items for the team to improve the ERP.

Performance weaknesses should be examined from a process and training perspective; if there are individual performance problems, they should be presented to the team leader or applicable manager with discretion.

Additional Notes/Lessons Learned

Action Items

Post Drill Report:

Create a detailed summary write-up of the exercise, with particular focus on team training recommendations. The strengths and weaknesses of the ERP should also be described. Make sure to use all of the documentation from the exercise to highlight and support conclusions and observations. Set goals for the next ERP drill based on lessons learned from this drill.

Document:

Ensure the training is documented for the response team members and assist in any necessary changes to the ERP.

It could happen on any given day. Be prepared!



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