



## TRAINING BRIEF

### Training Topic:

# ERP DRILL – FULL DRILL SCENARIO - HELICOPTER CRASH DURING PURSUIT OF SUSPECT

### Information for the ERP Drill Facilitator

#### Pre-announced full drill exercise

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.

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 accident 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 helicopter crash. While searching for a suspect that has eluded police ground units, a police helicopter suddenly spins out of control to the ground where it explodes. The wreckage is located on a neighborhood street and has caused a house to catch on fire. There are no survivors.

The drill's intent is to exercise multiple aspects of the operation's ERP, and may also demand utilizing 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 other corporation entities 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.

Drill Phone Calls: 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 (described later). All phone conversations should be documented with detailed descriptions of who was called and a brief written summary of the call.

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 and also discover any deficiencies in the ERP itself. The end product should be a better prepared team and an improved or validated ERP.

#### Exercise Pre-Brief

1. Announce the day and time of the exercise via company communication channels. All employees must know a simulated aircraft accident 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 also brief any employees that may be involved in some capacity.
3. Set up the exercise briefing the day prior or day of the drill. Make sure all required attendees are present.
4. Emphasize that any communication during the exercise must be prefaced with "This is an emergency response drill". This is especially critical on any phone calls to other employees.
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 aircraft accident.
7. Ask for questions and discuss any points of confusion.

### Preparing for the Drill

- ◆ Create a realistic simulated flight manifest and flight profile and determine the accident location for the drill event. Use standard company forms and fill in with realistic info and remember to label “ERP DRILL.”
- ◆ Simulate the flight scenario as an actual event in the best possible way. Place it in the flight scheduling program or whatever your operation uses with appropriate takeoff and landing times, and make sure to clearly and boldly indicate it is a drill.
- ◆ Assign an employee to act as a police dispatcher or include police dispatch into the exercise if able.
- ◆ Assign a second employee within the Law Enforcement Air Operations department who will state they were told by the police dispatcher that the police helicopter crashed. Provide the following tear out event description. After the employee thoroughly reviews the event description take it away; the employee will describe the event details from memory in the reporting phone call.

**Police Dispatcher Report:** A police ground unit in an active search for a suspect report that they think their supporting helicopter just crashed and exploded. They are heading toward the black smoke.

- ◆ REMEMBER TO MAKE SURE ALL PHONE CALLS ARE PREFACED WITH “THIS IS AN EMERGENCY RESPONSE DRILL.” Instruct the employee receiving the dispatcher report to contact the operation via phone call to report the situation, wondering if this could be one of their aircraft. The call should go to the person the employee wishes to contact. Let the employee decide who to call and arrive at the general area where the phone call is directed and observe the actions taken during and immediately after the call.
- ◆ Steps should now be taken to decide how to determine if the aircraft involved was in fact belonging to your operation. Incoming radio and phone calls will confirm the aircraft was one of yours. NOTE: do not use an N number for an aircraft currently in flight.
- ◆ This is now the turnover to the home base operation and the beginning of the emergency response plan execution. When the initial event information is received the primary decision maker should be informed and activation of the ERP should follow.
- ◆ 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.
- ◆ 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 reworking of the ERP. If appropriate you may want to schedule a post-exercise meeting and present the team with a finished summary of the exercise, open items, problems that were identified, and other suggestions.

**ERP Exercise– Timeline****Exercise Inputs: Timed releases**

**H Hour:** The event information from the police dispatch report is passed to the employee, who then places the phone call previously described in the preparation section (Phase 1).

**Goal:** It is imperative that the information passed from the employee be documented and passed to a response team member so that they can verify and confirm the details. The person taking the call should use a standard ERP form and record all applicable details. A member of the response team activates or acquires permission to activate the ERP only upon confirmation.

**Facilitator Notes:** *Upon the initial report of a police helicopter crash there are many things to consider. What is the status of your organization's aircraft, are emergency responders on scene, who all is involved at this time? At this point it's important that the employees involved focus on confirming and organizing the initial information.*

**H+5 minutes:** Have the employee acting as the police dispatcher describe the accident situation with only the basic details known from the police ground unit radio call. Indicate they are waiting to hear from ground units enroute to the crash scene.

**Goal:** Information should be evaluated and if determined to be valid, initial steps taken to activate the ERP. It's critical at this point to document all available incoming information in preparation for the ERP.

**Facilitator Notes:** *The call list should be activated. Calls to the recall numbers should be made to verify the phone numbers are accurate. This is where you might discover phone numbers that have not been updated, and who is difficult to reach; for example: Sgt Smith is on vacation, who is doing his job? Make sure team members document all external communications. It is also important to begin considering how to communicate with airport personnel, local emergency responders, and applicable company offices.*

**H+10 minutes:** Place a radio call as one of the supporting ground unit police officers at the scene and observe as the call makes it's way to the appropriate team member. Indicate you are at the crash site and described the aircraft as appearing destroyed and the status of survivors is unknown. Indicate you are having difficulty identifying the aircraft as one of theirs and ask if anybody has heard from their air support helicopter? The team should note who the radio call is coming from.

**Goal:** The Response team leader should be ensuring the ERP is properly activated, critical managers are alerted and recalled to the office, and begin confirming reported details. Verify flight schedule and crew manifest information. All team members review specific duties and responsibilities. The team leader should begin directing selected external notifications as required by the ERP.

**Facilitator Notes:** *Recalls may continue depending on personnel location and accessibility. Outdated phone numbers may create confusion; observe all methods of communication for effectiveness. Make sure team members document all external communications.*

**H+25 minutes:**

**Goal:** The team leader should be organizing the response members, compiling available information, and conducting a status brief by this point. The leader now begins to send team members out to execute their specific duties and report back. A priority at this point is crew status information. All team members have their respective ERP sections in hand and are utilizing effectively. There will be a number of media outlets covering the story.

**Facilitator Notes:** *Communication of the circumstances from event site to the response team can cause confusion in emergencies. Police radio comms will provide initial info but additional information from other channels (cell phone, news media) may arrive simultaneously. Carefully monitor the accuracy of information as it is assembled and communicated .*

**H+35 minutes:** The response team should be gathering their specific positional information by this time, Next of kin (NOK) notification information for the crew members and passengers should begin being collected. Place a phone call simulating a call from a local TV station at the accident location asking for information. Be persistent, a pain in the neck. Observe your team as they make decisions concerning how much information to give the reporter.

**Goal:** Any type of media response, whether coordinated by the team or by other company assets, should be in work. The ERP itself should contain some type of preformatted response for employees indicating the response is being executed and they have no other details or comments. Engaging with any HR assets (or retained services) should be in work as NOK notification is planned out.

**Facilitator Notes:** *You should observe a clear, coherent picture of the event by this point; not everything will be known, but team coordination should be smooth and strategy clear. Carefully observe coordination with all other company entities.*

**H+50 HOUR:** Introduce a media report with false info. Present the team with a realistic quandary they have to work through— there is a TV report that there were survivors in the accident. Observe how the team reacts to this false information. A decision regarding dispatching someone from the ERP to the site should be evaluated by now. Evaluate how internal communication has progressed. Are all of the appropriate personnel in your organization apprised of the events? The details of the accident should be consistent throughout the company by now.

**Goal:** The team shouldn't become distracted with the false media report and should remain focused on the ERP duties and assignments. The team should place a call back to the local coordinating officer on-scene; indicate there are no survivors when acting as the officer. The NOK notification should begin and support personnel such as local clergy, company counseling resources, and/or trained volunteers should be called and available to assist.

**Facilitator Notes:** *Take a step back and ensure the drill is under control. Observe how your team handles distractions such as a false media report but make sure it does not impair the progress of the response progression. Monitor your team for signs of stress.*

**H+60 minutes:** Have yourself or a prop show up at the home base facility and state you are a family member to one of the crewmembers onboard the aircraft. Be emotional and demand answers. Ask to go to the accident site.

**Goal:** All information involving the crew and passengers should now be compiled and notification proceeds following company protocols. Notification is comprised solely of the details of the event, and no specific medical status is revealed or discussed. If family members are showing up at the home base provide them with a private room and make a call to the ERC Director to allow them to hear the latest information. Have travel arrangements been made for family members to travel to the location of the accident? Are family support personnel available at the accident site?

**Facilitator Notes:** *The information disseminated to others must be clear, factual and completely absent conjecture about the event. Observe the team member's communication carefully, and determine if they are creating any ambiguity about the event.*

**H+75 minutes:** An accurate picture of the accident 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. Compiling a synopsis of the events, and gathering all required records pertaining to the upcoming investigation will be underway. Where are the records being stored pending NTSB requests for acquisition? They must be kept in a secure location with tightly controlled access. Internal information control should also be well organized at this point; the response team should have a reliable and accurate depiction of the accident details. Look for individual team members to cross brief their checklist progress with other members. Introduce any additional information as necessary based on the exercise direction to this point in time.

**Goal:** Team members execute their responsibilities with limited direction and don't introduce confusion amongst themselves. 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 compliment 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.*

**H Complete:** When at a logical stop point, end the exercise; don't extend the exercise to the point where company employees are exceedingly exasperated.. 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 entire response team! They dedicated their time and worked through the exercise. Use the debrief to review the exercise scenario and discuss strengths and weakness identified in the initial review. Encourage interaction and questions 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 weakness should be examined from a process and training perspective; if there are individual problems they should be presented to the team leader or applicable manager.

**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.

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

