



TRAINING BRIEF

Training Topic:

ERP DRILL – FULL DRILL SCENARIO - RUNWAY EXCURSION

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 runway excursion at a non-controlled airport. The aircraft landed on a contaminated runway, lost directional control, and slid off the end of the runway, through an airport perimeter fence, and onto an adjacent roadway, where it struck an automobile before coming to a stop. A child in the automobile was killed and the driver of the automobile received serious injuries. The captain hit their head during the accident sequence and was knocked unconscious. The remaining crewmembers were not seriously injured and were able to help the passengers evacuate the aircraft; however, one passenger fell during the emergency evacuation and broke their ankle. The aircraft sustained substantial damage.

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 emergency response 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 who will state they just saw a news report of the accident and segregate him/her from other company personnel. 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.

News Scenario: An aircraft of a type flown by your company has slid off of the runway at XXX Airport and has hit a vehicle on an adjacent roadway. Status of the vehicle and aircraft passengers is unknown at this time.

- ◆ REMEMBER TO MAKE SURE ALL PHONE CALLS ARE PREFACED WITH “THIS IS AN EMERGENCY RESPONSE DRILL.” Instruct the employee seeing the news 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.
- ◆ Assign another employee to act as the airport point of contact for accident information. Provide a distinct phone number for this employee.
- ◆ Steps should now be taken to decide how to determine if the aircraft involved was in fact belonging to your operation. Incoming 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 news 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 runway excursion there are many things to consider. What is the status of your company aircraft and all of the passengers, 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+10 minutes: Have the employee acting as an airport manager from XXX airport place a call to a reception desk type of number. Describe the accident situation with only the basic details known from the news report and provide the exercise aircraft N number involved in the accident for confirmation.

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: Mrs. Smith is on vacation, who is doing her 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+15 minutes: The available response team is now fully aware of all available information. Operations should obtain the exercise manifest, verify the original flight profile and provide the flight manifest to the response team.

Goal: Response team leader should ensure the ERP is properly activated, critical managers are alerted and recalled to the office, and begin confirming reported details. Verify flight schedule and passenger 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 acces-*

sibility. Outdated phone numbers may create confusion; observe all methods of communication for effectiveness. Make sure team members document all external communications.

H+30 minutes: Place a call as the SIC of the accident aircraft and observe as the call makes it's way to the appropriate team member. Indicate that the captain loss consciousness after hitting their head during the accident sequence and is currently being evaluated by the EMTs but is awake and responsive. Also provide an update on the status of the other crewmembers and passengers to include that one passenger fell during the evacuation and is being transported to a nearby hospital with a leg injury but all other crewmembers and passengers appear uninjured. The aircraft is not attended by company personnel at this time. Also indicate that the automobile that was struck by the aircraft is a total loss and there is at least one fatality.

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 passenger & crew status information. All team members have their respective ERP sections in hand and are utilizing effectively. There will be multiple media outlets that pick up the story including several posts about the accident on social media. With the news of the accident already spreading on social media a first acknowledgement of the event (or that it is aware of emerging reports) should be issued within 15 minutes of notification. This first brief message would ideally be posted on one or more of the company's social media platforms such as Twitter or Facebook and also appear as a link on the main website.

Facilitator Notes: *Communication of the circumstances from event site to the response team can cause confusion in emergencies. Carefully monitor the accuracy of information as it is assembled and communicated . Monitoring online conversations ("social listening") about the company is an essential form of intelligence, particularly during a crisis, and will allow the company to adapt its communication strategy and engage more effectively with key influencers as the story develops.*

H+40 minutes: The response team should be gathering their specific positional information by this time, and the procedures for NTSB notification reviewed as well as the procedures for participating as a party to the NTSB's investigation. 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: Once the first statement has been issued, it is essential that a regular flow of information is maintained. A more formal statement with a summary of the known facts should be formulated and issued to the media. The statement should also be posted on the company website and social media platforms. 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. Individuals within the management team who use social media personally should also be persuaded to limit their comments to the approved messaging, which must remain authentic. Other employees

should also be reminded of the company's social media policy.

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. 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: Multiple comments have been posted on social media about the accident. Some of the comments are contradictory and include incorrect statements that range from "all aircraft passengers and vehicle occupants have perished" to "everyone was able to walk away from the accident unscathed". Present the team with a realistic quandary they have to work through. Observe how the team reacts to this false information. A decision regarding dispatching someone to the site should be evaluated by now. The travel details need to be worked out (booking air travel, hotels, rental car, etc.); how effectively is this executed? Evaluate how internal communication has progressed. Are all of the appropriate personnel in your company apprised of the events? The details of the accident should be consistent throughout the company by now.

Goal: This is a very hectic time. The team shouldn't become distracted with the false statements or negative comments. They should remain focused on the ERP duties and assignments. A policy should be established for responding to comments, or for correcting any misinformation or incorrect statements which are posted.

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

H+60 minutes: Place a call as the SIC again and state that emergency services are getting antsy to re-open the roadway and want to know what to do with the aircraft.

Goal: The physical status of the aircraft may have been discussed or resolved previously; if not it should be addressed now to ensure it is secure and nothing is touched pending NTSB investigation. Discussions about a go-team to depart and go to the aircraft should be discussed by this point.

Facilitator Notes: *The team members have to be proactive and ensure the integrity of the aircraft is maintained. Has the registration number and any company logos or the name been covered? Is there a secure hangar with limited access available to store the aircraft? If a go team is being deployed, have all of the logistics been worked out and confirmed?*

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. The insurance company should also be contacted by this point to initiate any claim action but more importantly to gain their response assistance.

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.

It could happen on any given day. Be prepared!

