



TRAINING BRIEF

Training Topic:

ERP DRILL TABLETOP EXERCISE— GROUND COLLISION

Information for the ERP Drill Facilitator

Tabletop Exercises

This exercise usually involves all emergency response team members in a conference room setting. Using an event-specific scenario, supporting documentation, and injected messages simulating field-derived information, the participants discuss required actions while in a controlled training environment. With a facilitator to keep the discussions focused, the outcomes derived from a tabletop exercise may include new policy, plan revisions, and training requirements.

A tabletop exercise is a focused practice activity that places the participants together in a simulated situation requiring them to function in the capacity that would be expected in a real event. Its purpose is to promote preparedness by acting on policies and plans and thereby training ERP team members. Participants should be able to recognize and prioritize required tasks, and use ERP and associated forms effectively.

This ERP drill event is a simulation of a ground collision between an Airbus A-380 and one of your company aircraft at a major airport which results in substantial damage and emergency evacuation of both aircraft, as well as, multiple injuries to passengers. The intent is to exercise many different aspects of the operation's ERP, and may also demand enacting 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 managers are willing to devote a few hours to fully participate.

This drill is designed to be a table top exercise that will evaluate the preparation and response of personnel throughout a limited portion of the operation, and may also include corporation entities if applicable. It is critical that each interacting member accurately and completely perform or describe their required actions during the tabletop exercise. Observe participants carefully and ensure they are documenting and executing as intended in the ERP.

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. 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. If it is necessary for that individual to leave the exercise room to make the call, encourage them to do so.

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.

Preparation (Phase 1: Event Details)

1. Create a realistic simulated flight manifest and flight profile including the destination airport for the drill event. Use standard company forms and fill in with realistic info and remember to label "ERP DRILL." make sure these forms are available to the team members when they need to retrieve them.
2. Gather the response team into the tabletop exercise area or room. Ensure each team member has a copy of the appropriate ERP folders/forms. Provide a brief overview of the purpose of the exercise and answer any questions team members may have. Set the right tone by ensuring team members understand they will be acting through all applicable parts of the ERP. Emphasize that any communication external to the exercise space must be prefaced with "This is an emergency response drill."
3. Utilize a company employee and segregate him/her from other company personnel. Provide the following tear out event description. After the employee thoroughly reviews the event description the employee will act as an airport manager and describe the event details in the reporting phone call.

Scenario: An A-380 has collided with your aircraft while your aircraft was waiting on the ramp entrance for a parking spot. There are three passengers and no flight attendant onboard. The damage is substantial and the aircraft has performed an emergency evacuation. It is believed one passenger and one crew member were injured during the emergency evacuation but the extent of their injuries are unknown.

4. REMEMBER TO MAKE SURE ALL PHONE CALLS ARE PREFACED WITH “THIS IS AN EMERGENCY RESPONSE DRILL.” Instruct the employee to contact the operation via phone call to report the situation. The call should go to either a general reception phone number or to a logical published phone number that an airport manager could locate. The call may be transferred to a logical point of contact in your operation or the info may be recorded by the initial company contact and passed on. Go to the room where the ERP team is gathered and begin observations as they receive the phone call or message.
5. This is now the turnover to the home base operation and the beginning of the emergency response plan execution. Hopefully the call from the pretend airport manager was recorded on an initial notification form of some kind. When the event information is received the primary decision maker should be informed and activation of the ERP should follow.
6. Release the exercise inputs (H+ minutes) at the elapsed time intervals indicated for each one. Controlling the release of information not only improves realism, but allows the entire response team to participate as necessary. Avoid providing more information than would be available in a real accident situation.
7. 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.



ERP Exercise– Phase 2 (Timeline)**Exercise Inputs: Timed releases**

H Hour: The event information is passed to the participating employee posing as an airport manager, who then places the phone call previously described in the preparation section (Phase 1).

Goal: It is imperative that the information passed from the reporting pretend airport manager be documented by someone in your operation and passed to a response team member. 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.

Facilitator Notes: *Upon the initial report of a serious ground collision there are many things to consider, but are actually distractions at this point in the timeline. What is the status of all of the passengers, are emergency responders on scene, who is involved at this time, have any of the passengers been transported to local hospitals? All of these details are important but at this point it's important that the team focus on initiating the ERP and organizing the initial first response steps. It is also important to begin considering how to communicate with airport personnel; assume the accident flight crew are unavailable for a short time period.*

H+10 minutes: The 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: *The call list should be activated. Calls should be made to verify the phone numbers are accurate. This is where you might discover what phone numbers 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.*

H+20 minutes: Have the participating employee call in again as the flight's PIC crew member on site and indicate that the first officer and one passenger are being transported to the hospital (extent of injuries unknown). The remaining passengers were checked by EMTs at the scene and cleared. The aircraft is not attended by company personnel at this time.

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. For a tabletop format this can be acted out or discussed. A priority at this point is passenger & crew status information. Due to the fact that the accident occurred at a major airport and involves a high profile aircraft (A-380) & operator (major airline) there will be a number of media outlets covering the story. Thoughts regarding information for next of kin and a press release should be forming up.

Facilitator Notes: *Communication of the circumstances from event site to the response team is crucial in all emergencies. Carefully monitor the accuracy of information as it is assembled and communicated. The team leader should also understand that due to the injuries and the aircraft incurring substantial damage NTSB notification is required.*

H+30 minutes: The response team should be gathering their specific positional information by this time, and the procedures for NTSB notification reviewed. Next of kin (NOK) notification information for the crew members and passengers should begin forming. Place a phone call simulating a call from a local TV station at the airport locale asking for information. Be persistent, a pain in the neck. Observe your team as they make decisions concerning the status of victims. Accurate accident information should be passed to other company employees to prevent rumor overload.

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 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. Carefully observe coordination with other company entities outside the tabletop exercise area.*

H+40 minutes: Call in as the flight crew member and report that you have checked in at the medical facility; the first officer has a sprained ankle but is being released and the passenger has a fractured wrist but is in stable condition.

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.

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+45 minutes: Place a call into the company simulating a call from the FBO where the accident aircraft has been towed. Ask what they want done with the aircraft, and also that media is now calling to inquire about the aircraft that Joe Famous was possibly on.

Goal: This is a very hectic time. The A-380 is owned by a major airline which has caused a media frenzy. 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. Is the aircraft in a secured hangar with limited access? If a go team is being deployed, have all of the logistics been worked out and confirmed?*

H+55 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. 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. 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. 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 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!

