



TRAINING BRIEF

Training Topic:

ERP DRILL – UNANNOUNCED—FULL DRILL SCENARIO—GROUND COLLISION

Information for the ERP Drill Facilitator

Unannounced 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. Unannounced drills need to be approved and scheduled with top level management. 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 ground collision between a company aircraft and an unescorted vehicle at an uncontrolled airport. As the company aircraft was starting engines an unescorted vehicle traveling at excessive speed gained access to the ramp area and attempted to drive under the aircraft's wing. The vehicle did not clear the wing. The impact caused severe damage to the wing which resulted in fuel leaking from the wing onto the vehicle and tarmac. The location of the vehicle impeded the passengers from disembarking and as emergency crews were arriving the truck erupted in flames. All passengers and crew were able to evacuate the aircraft with help from emergency responders; however, the captain and one passenger were taken to the hospital with signs of smoke inhalation.

This drill format should be used for one of two purposes: as a culmination of training

and building upon previous drills, or to impress upon your operation how difficult emergency response can be. If the unannounced format is used for the former, make sure your organization will benefit. Springing this drill on a flight department will have effect, for better or worse. If used for the latter, be prepared to keep things under control because it's going to be a wild ride. Remember to obtain prior approval for this drill.

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.

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 actions items with as much realism as practical.
- ◆ Complete paperwork details of a fictitious flight, including information about the local area where the accident takes place.

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.



Preparing for the Drill

- ◆ Distribute details for a fictional (but realistic) flight event to the appropriate departments just before the drill notification phone call. Ensure a flight itinerary and detailed manifest with 3 fictional passengers is available in the proper location. Use actual crew names and aircraft. Don't do any ERP preparation whatsoever; this is meant to evaluate a realistic event. Because you are using actual flight crew names, make sure the information stays controlled inside the company!
- ◆ 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.
- ◆ 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."

News Scenario: An aircraft of a type flown by your company was involved in a ground collision with an unescorted vehicle at XXX Airport. There is significant damage to the aircraft and the involved vehicle has caught fire. Emergency crews have arrived and are assisting with the emergency evacuation.

- ◆ Act as the manager of the FBO at the accident location and call the company's main line. Provide the answering person the information for the scenario.
- ◆ 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: Place an incoming phone call at the designated time to an appropriate contact inside the company as previously described in the preparation section (Phase 1).

Goal: It is imperative that the information from the call be documented and passed to a response team member so that they can verify and confirm the details. Don't give your name and number, the receiving person should pull out the initial call sheet and ask for more information. You have no further information at this time. Provide your recall number when asked.

Facilitator Notes: *Upon the initial report of a ground collision there are many things to consider. What is the status of your company aircraft and all of the passengers, who is involved at scene now? At this point it's important that the employees involved focus on confirming and organizing the initial information.*

H+10 minutes: A return phone call for verification should be made soon. When answering the call, provide the same details as in the initial call. This information will be enough for the designated individual to launch the response plan and begin gathering members of your response team. The internal notification process should be in full swing in the next few minutes, and assigned members must begin assembling to coordinate with the response director. Allow another 10 minutes for members of the response team to form.

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 local emergency responders, and applicable company offices.*

H+20 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 re-

view 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+30 minutes: Place another call as the manager of the FBO at the accident location. Notify the company that the pilot and one passenger were taken to the local hospital.

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.

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. The team leader should also understand that the NTSB must be notified and that due to the nature of the event a company go-team will most likely be dispatched to the accident site.*

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. It's also a good time for the team to contact both your insurance company and any legal support that is required. 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 states that there are multiple fatalities. 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: The team shouldn't become distracted with the false media report and should remain focused on the ERP duties and assignments. 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: *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. 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. Monitor your team for signs of stress.*

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 ex-

ercise 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 short 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. 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!

