

## **Drill #4**

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### How to Use This Document

This document provides exercise Facilitators with all information and materials needed to plan, conduct, and evaluate an exercise. Do the following:

1. Read through the entire exercise and supporting materials.
2. Decide how to localize the scenario in a way that reflects likely challenges in your community and tests your CERT members' skills and techniques.
3. Familiarize yourself with the flow of the exercise by thoroughly reviewing the Facilitator Guidelines. Use these guidelines to conduct the exercise.
4. Make copies of the supporting documents for participants. See the Appendix index for instructions.
5. Make copies of the *Participant Feedback Form* and ask participants to complete it after the exercise.
6. Complete the *Facilitator/Evaluator Feedback Form* after the exercise.

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### **CERT Drills and Exercises**

The Community Emergency Response Team (CERT) Program educates ordinary people from all walks of life about disaster preparedness and weapons of mass destruction and trains them in basic disaster response skills, such as fire safety, light search and rescue, and disaster medical operation. Using the training, CERT members can assist others in their neighborhood or workplace following an event and can take a more active role in preparing their community.

The National CERT Program has developed a library of drills and exercises. These exercises have been designed in a ready-for-use format and include complete instructions, detailed lists of materials, and all supporting forms.

This document is used by the Facilitator(s) and supports the delivery a drill that can be customized to meet local needs.

### **What is a Drill?**

Drills are supervised activities that provide the opportunity for CERT members to validate a specific operation or function, usually focused on one or two key skills, such as splinting and bandaging or lifting and cribbing. Drills can also be used to determine if plans can be executed as designed, to assess whether more training is required, or to reinforce best practices.

A drill is useful as a stand-alone tool. Participants engage in the activity, which may or may not be based on a scenario. Facilitators and Evaluators observe the participants as they practice the skills and techniques, but generally hold feedback until the end of the activity – unless an action is unsafe. Participant learning is reinforced and feedback is provided through a hot wash at the conclusion of the drill.

For descriptions and other types of exercises for CERTs, please visit [www.citizencorps.gov/cert](http://www.citizencorps.gov/cert) and click on CERT Exercises.

## Exercise Overview

### “Drill #4”

**Hazard:** Building collapse

**Location:** Local town

**Duration:** 1–2 hours

### Capabilities Exercised:

- Lifting and cribbing
- Sizeup

### Exercise Objectives:

- Evaluate the procedures for cribbing and lifting.
- Validate CERT sizeup procedures.

### Scenario:

At 4:00 p.m. on a Thursday afternoon a major earthquake rocks the town. There is significant damage to local buildings, including a construction site.

Materials at the construction site have collapsed, trapping a construction worker. The Fire Department is busy responding to other calls and has asked the team to assess the situation and free the worker if possible.

## For Exercise Staff

### Exercise Synopsis:

This drill gives participants the opportunity to size up a situation where a victim is trapped under debris, determine if rescue is possible, and practice freeing a trapped victim using lifting and cribbing techniques. Since heavy materials are required for this drill, safety is a paramount concern. As a result, each rescue team has both an exercise Evaluator and a team Safety Officer who constantly monitor participants to ensure a safe execution.

### Exercise Materials and Staff:

- Facilitator (1)
- Exercise Evaluator(s) to follow and observe each team for proper technique and safety
- Safety Officer (1 per team)
- Simulated victim (1 per team)
- One or more heavy objects used to trap the victim(s)
- Materials for use in lifting and cribbing
- Forms:
  - *Events and Evaluation Form for Facilitator(s) and Evaluator(s)*: used by the Facilitator and Evaluator(s) during the exercise
  - *Facilitator Feedback Form*: completed following the exercise
  - *Participant Feedback Form*: completed following the exercise

### Exercise Staff Roles:

#### 1. *Facilitator*

The Facilitator will play three roles during the drill.

First, the Facilitator will lead and guide the drill by presenting the scenario and instructions.

Second, the Facilitator will observe and coach. In this role, he or she will observe the group process. As the drill unfolds, the Facilitator will watch for potential safety issues. He or she may also need to help the team members clarify their decision making by asking questions about their thought process and the factors they considered in making choices. For example, if they placed a high priority on helping a victim who was probably dying, or if they decided to enter a building that was clearly too dangerous, work through their decision-making process so they realize the potential negative results of their decision. Depending on circumstances, it may be better to wait until the drill is concluded to begin this discussion.

The Facilitator may want to take notes on decisions made and actions taken so he or she can refer to them later. Use the *Events and Evaluation Form for Facilitator(s) and Evaluator(s)* to record notes.

Third, the Facilitator will conduct a hot wash (debrief). The purpose of the hot wash is to reinforce learning by helping participants evaluate their own decision making. It is a balance between:

- Asking participants why they made the choices they did and what they learned.
- Providing additional information and coaching.

Bear in mind that, although the Facilitator may have more experience and knowledge, participants will likely learn more if coached through their decision-making process than if they are told what they should have done.

During the hot wash and after the exercise, the Facilitator has additional responsibilities including collecting feedback on the exercise and how beneficial it was for team participants, and providing input to improve future CERT exercises.

### 2. *Evaluator*

The role of Evaluator is sometimes assumed by the Facilitator if staff resources are limited. The primary responsibility of the Evaluator is to assess the exercise based on the events and expected actions listed on the *Events and Evaluation Form for Facilitator(s) and Evaluator(s)*. The Evaluator typically has a passive role and does not interfere with the drill unless he or she is also playing the role of Facilitator.

### 3. *Safety Officer*

Every team should have a Safety Officer responsible for monitoring safety of all participants. The Evaluator may serve as the Safety Officer but only if there is a Facilitator assigned to the team, e.g., every team should have two staff assigned to it.

**Facilitator Guidelines**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>1</b>	Set up the drill.	<ul style="list-style-type: none"> <li>• Make copies of the handouts in the Appendix. The Appendix index indicates how many copies are needed.</li> <li>• Stage the simulated victim(s) under the construction debris.</li> <li>• Brief exercise staff on their role as appropriate.</li> </ul>
<b>2</b>	Introduce the exercise to all participants.	<p>Distribute the one-page Exercise Overview to all participants.</p> <p>Explain that the purpose of the exercise is:</p> <ul style="list-style-type: none"> <li>• To provide an opportunity to practice specific skills in a realistic simulated environment.</li> <li>• To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.</li> </ul>
<b>3</b>	Review the goals of the exercise with all participants.	<p>Explain the goals of the exercise are to:</p> <ul style="list-style-type: none"> <li>• Evaluate the procedures for cribbing and lifting.</li> <li>• Accurately size up a disaster scenario.</li> </ul>
<b>4</b>	Provide a brief skill review to participants.	<p>Briefly review the skills required to complete this drill. Rather than presenting the skills, ask the team members to describe the processes for:</p> <ul style="list-style-type: none"> <li>• Sizing up a situation where a victim is trapped under debris.</li> <li>• Lifting and cribbing heavy objects to free a trapped victim.</li> </ul>

**CERT DRILLS AND EXERCISES: DRILL #4**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
<b>5</b>	Facilitate the drill.	<p>Your role in this exercise will be as observer and coach.</p> <ul style="list-style-type: none"> <li>• Observe the group process and the actions participants take.</li> <li>• Unless you observe a safety issue, it is best to let the participants complete the drill as best they can.</li> <li>• If you observe unsafe activity, you may interrupt the drill and ask participants to re-think the activity before proceeding.</li> <li>• At the end of the drill, you will lead the hot wash and share your observations.</li> <li>• Take notes on decisions made and actions taken so you can refer to them later.</li> </ul>
<b>6</b>	Present the drill scenario to all participants.	<ul style="list-style-type: none"> <li>• At 4:00 p.m. on a Thursday afternoon a major earthquake rocks the town.</li> <li>• There is significant damage to local buildings, including a construction site.</li> <li>• Materials at the construction site have collapsed, trapping a construction worker.</li> <li>• The Fire Department is busy responding to other calls and has asked the team to assess the situation and free the worker if possible.</li> </ul>
<b>7</b>	Team establishes a Team Leader, Safety Officer, and rescue team.	Assign a Team Leader (or ask for a volunteer) and have him or her designate all the roles of a rescue team.

## CERT DRILLS AND EXERCISES: DRILL #4

Step	Action	What to Say/Do
<b>8</b>	Team performs sizeup.	<p>Have the team size up the situation to determine if it is safe to proceed with the rescue.</p> <p>When they have reached a decision, review the decision-making process with them looking at the factors they considered. Emphasize that the debris must be stable, or capable of being stabilized, for the rescue to proceed.</p>
<b>9</b>	Team plans the rescue.	Ask the rescue team to develop a plan for rescuing the victim. To ensure safety, review the plan with the team prior to implementation.
<b>10</b>	Team rescues the victim.	<p>Tell the Team Leader to commence the rescue. Have the exercise Safety Officer constantly monitor the process for safety. The Facilitator should also monitor the process. The Safety Officer can halt the process at any time if he or she feels safety has been compromised.</p> <p>Team should follow the “lift an inch – crib an inch” process.</p> <p>Continue until the victim can be freed.</p>
<b>11</b>	Remove the cribbing.	Tell the team to safely remove the cribbing. Have the Safety Officer carefully monitor the process to ensure safety. The Facilitator should also monitor this operation.
<b>12</b>	Terminate the exercise.	Terminate the exercise once the cribbing has been safely removed.
<b>13</b>	Conduct the hot wash with all exercise staff and participants.	<p>This is a key component of the exercise. The purpose of the hot wash is to reinforce learning by helping participants evaluate their own decision making and actions. It is a balance between asking participants why they made the choices they did and what they learned, and providing additional information and coaching. Bear in mind that, although you have more experience and knowledge, participants will likely learn more if you coach them through their decision-making process than if you tell them what they should have done.</p>

**CERT DRILLS AND EXERCISES: DRILL #4**

<b>Step</b>	<b>Action</b>	<b>What to Say/Do</b>
		<p>Questions you might want to ask the participants at the hot wash include:</p> <ol style="list-style-type: none"> <li>1. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success?</li> <li>2. What parts of the team’s response could have been performed better? What should be changed in the future to help the team perform more effectively?</li> <li>3. What do you think you did well in this exercise?</li> <li>4. What would you like to do differently next time?</li> <li>5. What should we do differently the next time we conduct an exercise like this to make the experience more valuable for team members?</li> </ol>
<b>14</b>	Distribute the <i>Participant Feedback Form</i> .	Ask participants to complete the form.
<b>15</b>	Distribute the <i>Facilitator Feedback Form</i> .	Ask all Facilitators/Evaluators to complete the form.

## **Appendix**

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## **Index of Forms and Materials**

*Events and Evaluation Form for Facilitator(s) and Evaluator(s)* (2 pages): 1 copy per Facilitator and Evaluator is distributed before the exercise

*Facilitator/Evaluator Feedback Form* (1 page): 1 copy per Facilitator and Evaluator is distributed after the exercise

*Participant Feedback Form* (1 page): 1 copy per participant is distributed after the exercise

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**Events and Evaluation Form for Facilitator(s) and Evaluator(s)**

<p align="center"><b>Message/Event</b></p>	<p align="center"><b>Expected Action</b></p>	<p align="center"><b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b></p>
<p>Team performs size up. [Sizeup]</p>	<p>Team members did the following:</p>	
	<ul style="list-style-type: none"> <li>• Team wore appropriate PPE</li> </ul>	<p>Completion: No ____ Yes ____ Partial ____ Notes:</p>
	<ul style="list-style-type: none"> <li>• Team maintained correct buddy contact</li> </ul>	<p>Completion: No ____ Yes ____ Partial ____ Notes:</p>
	<ul style="list-style-type: none"> <li>• Team properly conducted sizeup and identified hazards</li> </ul>	<p>Completion: No ____ Yes ____ Partial ____ Notes:</p>

<b>Message/Event</b>	<b>Expected Action</b>	<b>Actual Observed</b> <b>(To be filled in by Evaluators during the exercise)</b>
Team performs size up. (continued) [Sizeup]	<ul style="list-style-type: none"> <li>Team planned rescue appropriately</li> </ul>	Completion: No ____ Yes ____ Partial ____ Notes:
Team applies lifting and cribbing techniques. [Lifting and Cribbing]	Team members did the following:	
	<ul style="list-style-type: none"> <li>Team rescued victim using correct lifting and cribbing techniques</li> </ul>	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> <li>Team safely removed cribbing</li> </ul>	Completion: No ____ Yes ____ Partial ____ Notes:

# Facilitator/Evaluator Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

Role (Optional):

CERT/Organization:

- Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the following statements, with 1 indicating strong disagreement with the statement and 5 indicating strong agreement.

Assessment Factor	Strongly Disagree			Strongly Agree	
The exercise was well structured and organized.	1	2	3	4	5
The exercise scenario(s) was plausible and realistic.	1	2	3	4	5
The Facilitator(s) was knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5
The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5
This exercise allowed the CERT to practice and improve priority capabilities.	1	2	3	4	5
This exercise helped the CERT identify strengths and weaknesses in the execution of plans, protocols, and procedures.	1	2	3	4	5

- Based on today's exercise, list observed key strengths and/or areas that need improvement.

Strengths: \_\_\_\_\_

\_\_\_\_\_

Areas for improvement: \_\_\_\_\_

\_\_\_\_\_

- Please provide recommendations on how this exercise or future exercises could be improved or enhanced.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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# Participant Feedback Form

Exercise Name:

Exercise Date:

Name (Optional):

CERT/Organization:

1. Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with 1 indicating strong disagreement with the statement and 5 indicating strong agreement.

Assessment Factor	Strongly Disagree			Strongly Agree	
The exercise was well structured and organized.	1	2	3	4	5
The exercise scenario(s) was plausible and realistic.	1	2	3	4	5
The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5
This exercise allowed me to practice and improve priority capabilities.	1	2	3	4	5
This exercise helped my CERT identify strengths and weaknesses in the execution of plans, protocols, and procedures.	1	2	3	4	5
After this exercise, I believe my CERT is better prepared to deal successfully with the scenario(s) that was exercised.	1	2	3	4	5

2. Based on today's exercise, list observed key strengths and/or areas that need improvement.

Strengths: \_\_\_\_\_  
 \_\_\_\_\_

Areas for improvement: \_\_\_\_\_  
 \_\_\_\_\_

3. Please provide recommendations on how this exercise or future exercises could be improved or enhanced.

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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