

Drill #2

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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 of 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 and click on CERT Exercises.

Exercise Overview

“Drill #2”

Hazard: Lost/trapped victim

Location: Local park

Duration: 1-2 hours

Capabilities Exercised:

- Search procedures – exterior
- Rescue procedures
- Sizeup

Exercise Objectives:

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

Scenario:

It is 5:30 p.m. on a hot summer afternoon. There is a thunderstorm warning in place until 8:00 p.m., and a storm is predicted to hit the area within the next hour. A mother has just called the Fire Department and reported that her child is missing in Lincoln Park. There has been a chain-reaction car crash on the interstate, and all first responders are engaged. The Fire Department Officer has requested CERT assistance in searching for the child.

For Exercise Staff

Exercise Synopsis:

This drill gives participants the opportunity to:

- Search a large outdoor area for a lost child.
- Practice lifting and cribbing skills to free a trapped victim.

Exercise Materials and Staff:

- Facilitator (1)
- Exercise Evaluator(s) to follow and observe each Search and Rescue (SAR) group for proper technique and safety
- A large outside area, such as a park or recreational area; varied terrain will make the exercise more challenging
- Local map, if needed
- A simulated 5-year-old child (i.e., a mannequin, a gingerbread cutout, or a large doll)
- Large, heavy materials to simulate a trapped victim
- Materials for lifting and cribbing
- Forms:
 - *Events and Evaluation Form for Facilitator(s) and Evaluator(s)*, used by the Evaluator(s) during the exercise
 - *Facilitator/Evaluator Feedback Form*, completed after the exercise
 - *Participant Feedback Form*, completed after 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.

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 CERT 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.

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Facilitator Guidelines

Step	Action	What to Say/Do
1	Set up the drill.	<ul style="list-style-type: none">• Make copies of the handouts in the Appendix. The Appendix index indicates how many copies are needed.• Decide on the location for the lost child.• Place the victim mannequin under a large, heavy object. If it is impractical to do this out in the park, the victim can be hidden in the park, and the lifting and cribbing exercise can be conducted in a more convenient location, such as the parking lot.
2	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">• To provide an opportunity to practice specific skills in a realistic simulated environment.• To improve CERT's operational performance by practicing and validating policies, plans, procedures, and training in the risk-free environment of an exercise.
3	Review the goals of the exercise with all participants.	<p>Explain the goals of the exercise.</p> <ul style="list-style-type: none">• Assess exterior search procedures.• Evaluate the procedures for cribbing and lifting.• Validate CERT sizeup procedures.
4	Provide a brief skill review to participants.	<p>Briefly review the skills required to complete this drill. Rather than presenting the skills, ask the CERT members to describe the processes for the following:</p> <ul style="list-style-type: none">• Performing an exterior search• Lifting and cribbing a heavy object• Safely extricating a victim

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Step	Action	What to Say/Do
5	Facilitate the drill.	<p>Your role in this exercise will be as observer and coach.</p> <ul style="list-style-type: none"> • Observe the group process and the actions participants take. • Unless you observe a safety issue, it is best to let the participants complete the drill as best they can. • If you observe unsafe activity, you may interrupt the drill and ask participants to re-think the activity before proceeding. • At the end of the drill, you will lead the hot wash and share your observations. • Take notes on decisions made and actions taken so you can refer to them later.
6	Present the drill scenario to all participants.	<ul style="list-style-type: none"> • It is 5:30 p.m. on a hot summer afternoon. • There is a thunderstorm warning in place until 8:00 p.m., and a storm is predicted to hit the area within the next hour. • A mother has just called the Fire Department and reported that her child is missing in Lincoln Park. • There has been a chain-reaction car crash on the interstate, and all first responders are engaged. • The Fire Department Officer has requested CERT assistance in searching for the child.
7	Team establishes Team Leader (TL) and Search and Rescue (SAR) groups.	Assign a Team Leader and have him or her organize the team, assign roles, and create an action plan.

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Step	Action	What to Say/Do
8	Hand out a local map to each group.	There are two options for this step. If available, you may be able to get a map of the park for distribution to the group. Alternatively, you may ask each group to create its own map if they know area.
9	Group searches the park.	The TL initiates an exterior search. The TL should report status updates to the Facilitator as if the Facilitator were the Incident Commander.
10	Group extricates the victim.	Once the victim has been located, the group lifts the heavy object and extricates the victim.
11	Terminate the drill.	Terminate the drill when the victim has been located and extricated, or when time is up.
12	Conduct the hot wash with all participants and staff members.	<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> <p>Questions you might want to ask the participants at the hot wash include:</p> <ol style="list-style-type: none"> 1. What parts of the team’s response to this scenario did you think went well? What factors contributed to this success? 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? 3. What do you think you did well in this exercise? 4. What would you like to do differently next time?

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Step	Action	What to Say/Do
		<p>5. What should we do differently the next time we conduct an exercise like this, in order to make the experience more valuable for team members?</p> <p>Since documentation is a key part of every CERT response, ask specific questions during the hot wash that would likely require the TL to refer to documentation for answers. Note that team members other than the TL may also have useful documentation. Questions might include:</p> <ul style="list-style-type: none"> • Who did you assign? • When did you do this? • What conditions did they find? • What did you do next? • How did you manage accountability? <p>NOTE: Documentation may be done in a variety of ways – from structured forms, to notes on scrap cardboard, to writing on the back of a hand. The format isn't important, but retaining the information is.</p>
13	Distribute the <i>Participant Feedback Form</i> to all participants.	Ask participants to complete the form.
14	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) (3 pages): 1 copy per Facilitator/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 Exercise Facilitator(s) and Evaluator(s)

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Group searches the park. [Exterior Search]	Group members did the following:	
	<ul style="list-style-type: none"> • Wore appropriate PPE 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Maintained correct buddy contact 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Properly conducted sizeup 	Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Group searches the park. (continued) [Exterior Search]	<ul style="list-style-type: none"> Used appropriate search techniques 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> Found the victim 	Completion: No ____ Yes ____ Partial ____ Notes:
Group extricates the victim. [Sizeup, Rescue Procedures]	Group members did the following:	
	<ul style="list-style-type: none"> Practiced safety precautions throughout drill 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> Properly sized up the situation 	Completion: No ____ Yes ____ Partial ____ Notes:

Message/Event	Expected Action	Actual Observed (To be filled in by Evaluators during the exercise)
Group extricates the victim. (continued) [Sizeup, Rescue Procedures]	<ul style="list-style-type: none"> • Properly controlled the lift 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Properly extricated the victim 	Completion: No ____ Yes ____ Partial ____ Notes:
	<ul style="list-style-type: none"> • Properly took down the cribbing 	Completion: No ____ Yes ____ Partial ____ Notes:

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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:

- 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

- 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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