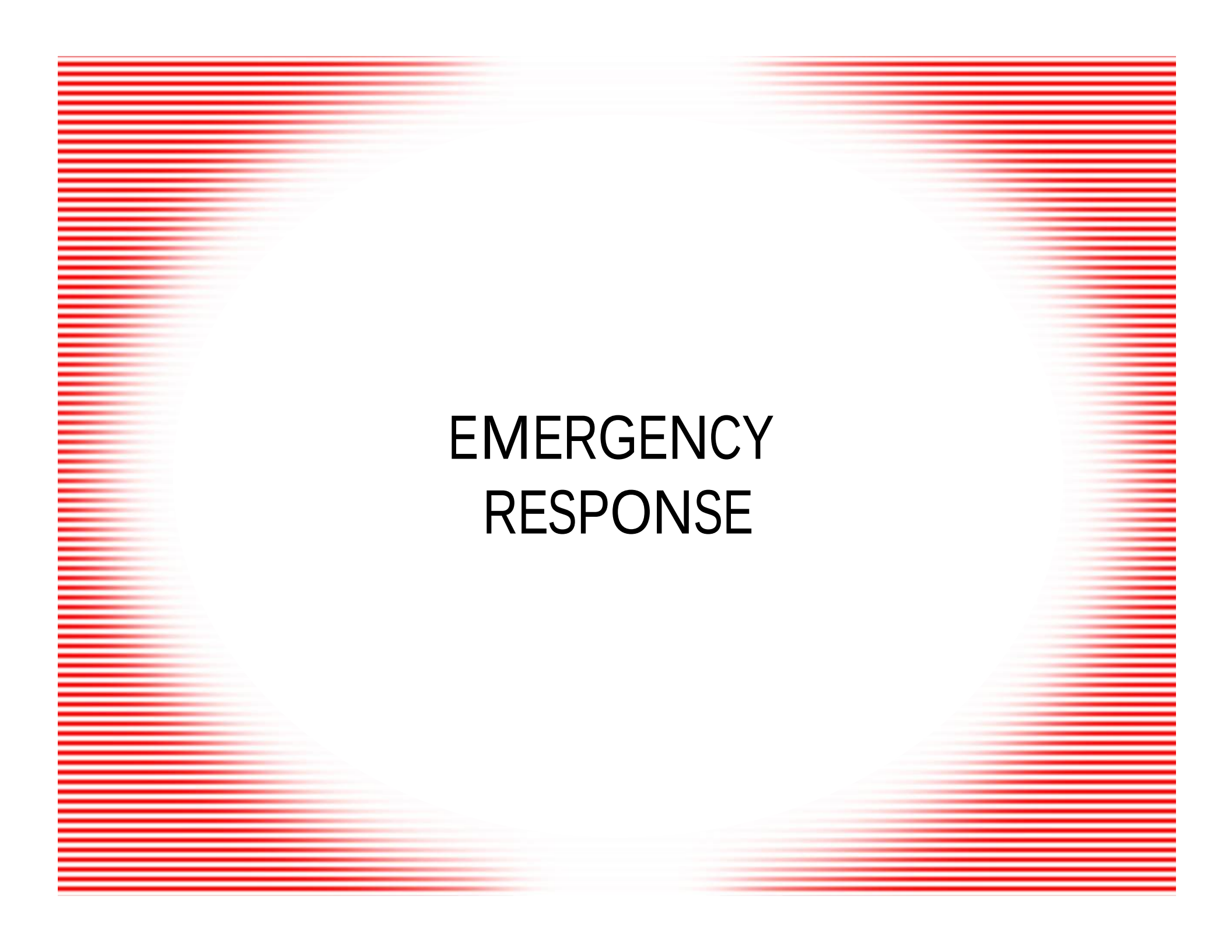




EMERGENCY RESPONSE

INTRODUCTION

- No two emergencies are the same but the basic mechanism and processes involved in managing emergencies are similar.
- We shall focus our discussion on the fundamental governance, organisation structure, competencies required, and strategies.
- We shall address and discuss the basics of:
 - What is required
 - Who and When to do it
 - What are the issues and focus, and
 - How it is to be done

ABBREVIATION

FOR EMERGENCY RESPONSE

For Head-Quarters

EC : Emergency Coordinator
IMT : Incident Management Team
(*Emergency Coordinator Team*)
ECC : Emergency Control Centre

For Worksites / Workstation

EM : Emergency Manager (Worksite)
OSC : On-Scene Commander
ERT : Emergency Response Team
SERT : Site Emergency Response Team

For Off-sites

Flying Squad

FOR CRISIS MANAGEMENT

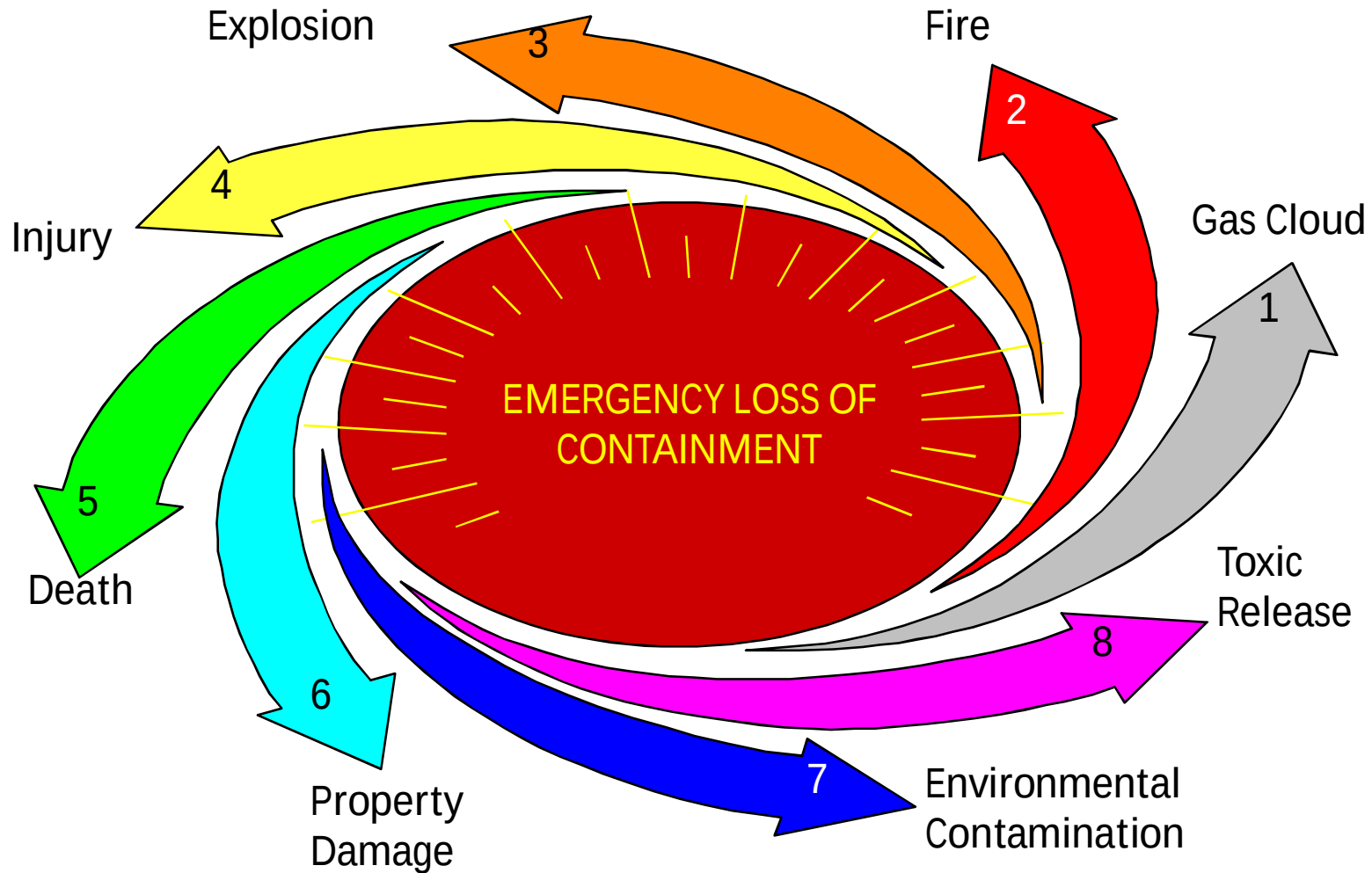
CM : Crisis Manager
CMT : Crisis Management Team
CMC : Crisis Management Centre

GENERAL

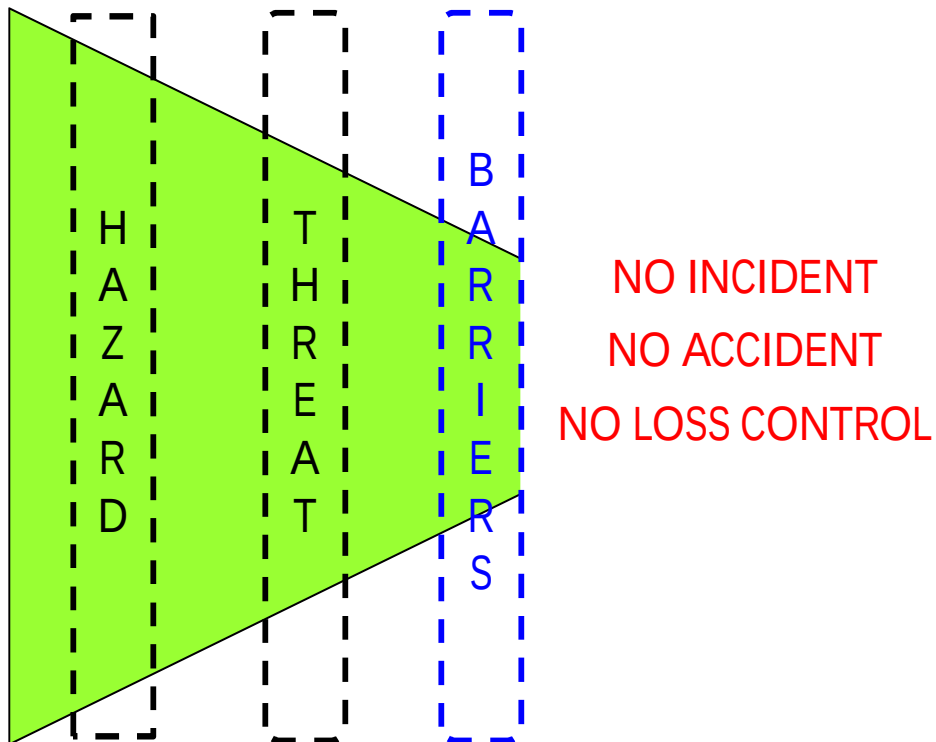
HSE : Health Safety & Environment
EMAG : Emergency Mutual-Aid Group

DEFINITIONS & CONCEPTS

INCIDENTS LEADING TO AN EMERGENCY

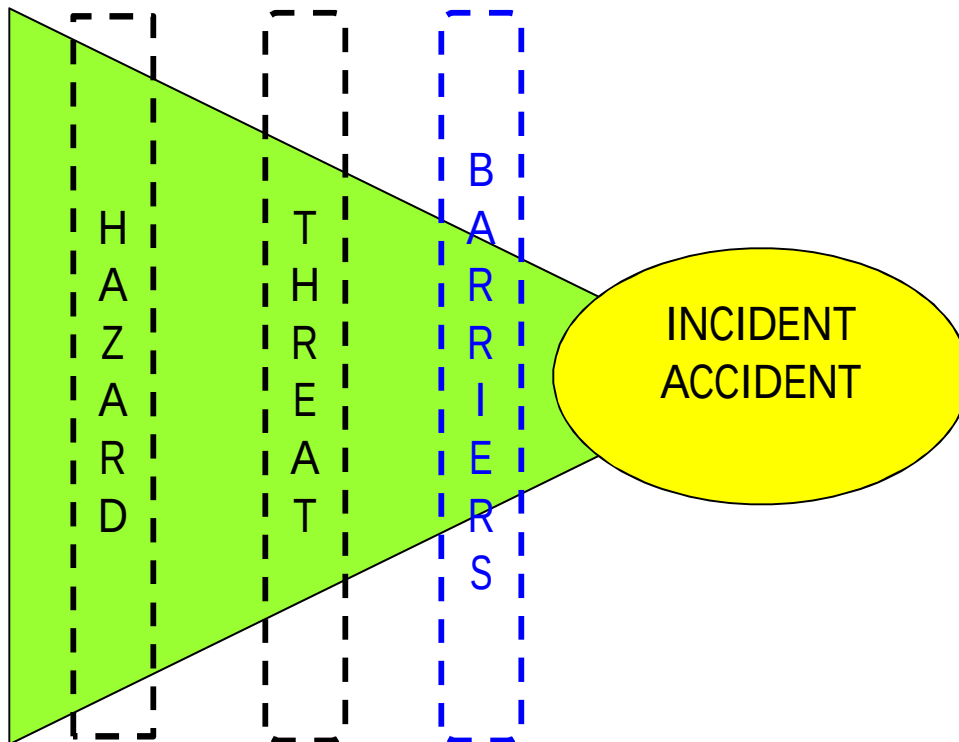


BOW-TIE CONCEPT



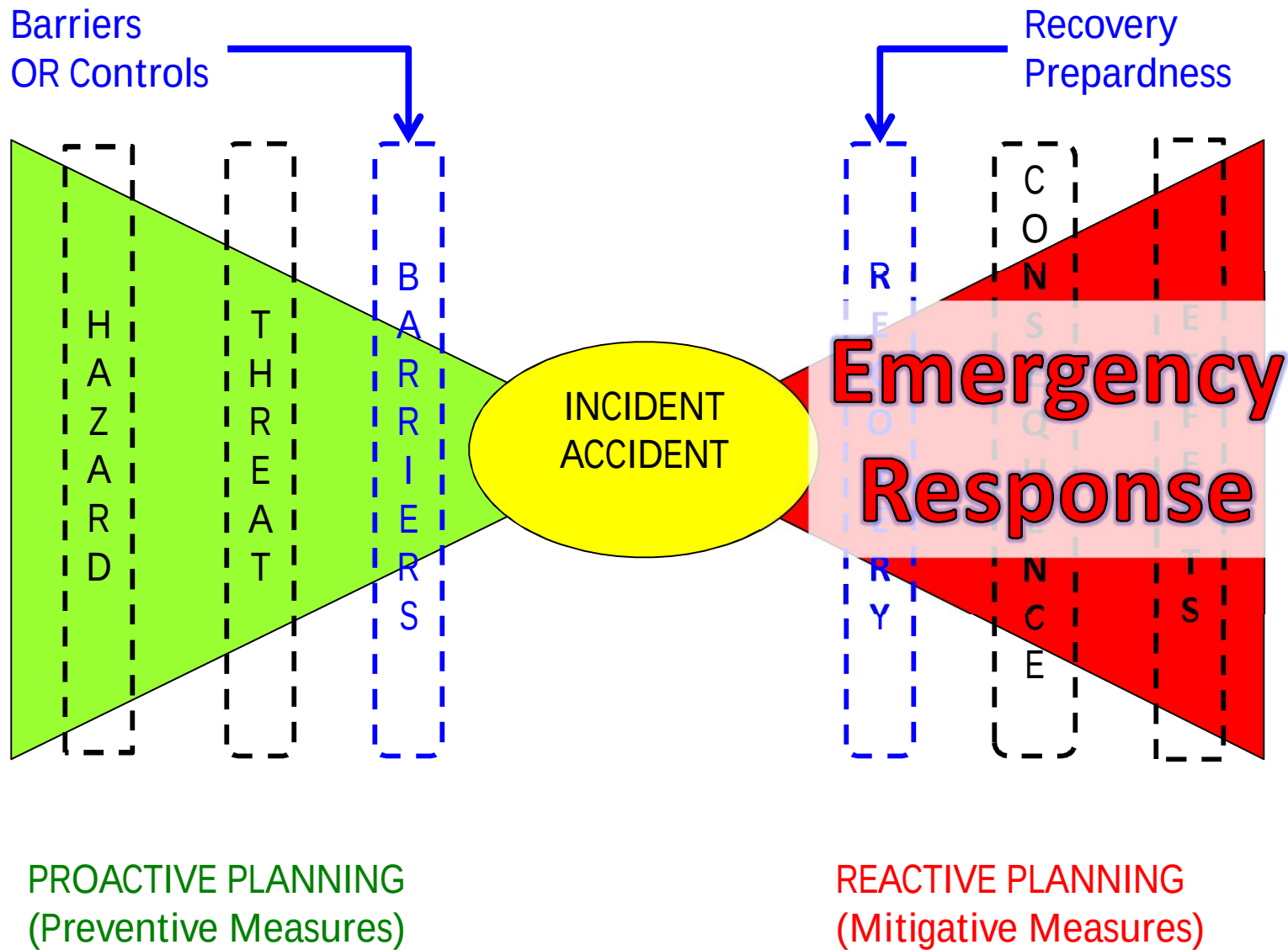
Our industry's records have taught us that
when dealing with dynamic situations and humans that accidents
can happen, do happen and will happen
BUT, all of these are preventable

BOW-TIE CONCEPT



When an incident/accident happens...

BOW-TIE CONCEPT



EMERGENCY RESPONSE (ER) CHARTER

I
M
P
O
R
T
A
N
C
E

1. Saving of life
2. Care of the Injured
3. Protection of Assets
4. Protecting of the Environment
5. In Meeting to Legislative Expectation and Requirement (and obligation to 'Responsible Care')

Why is an Emergency Response Charter important?

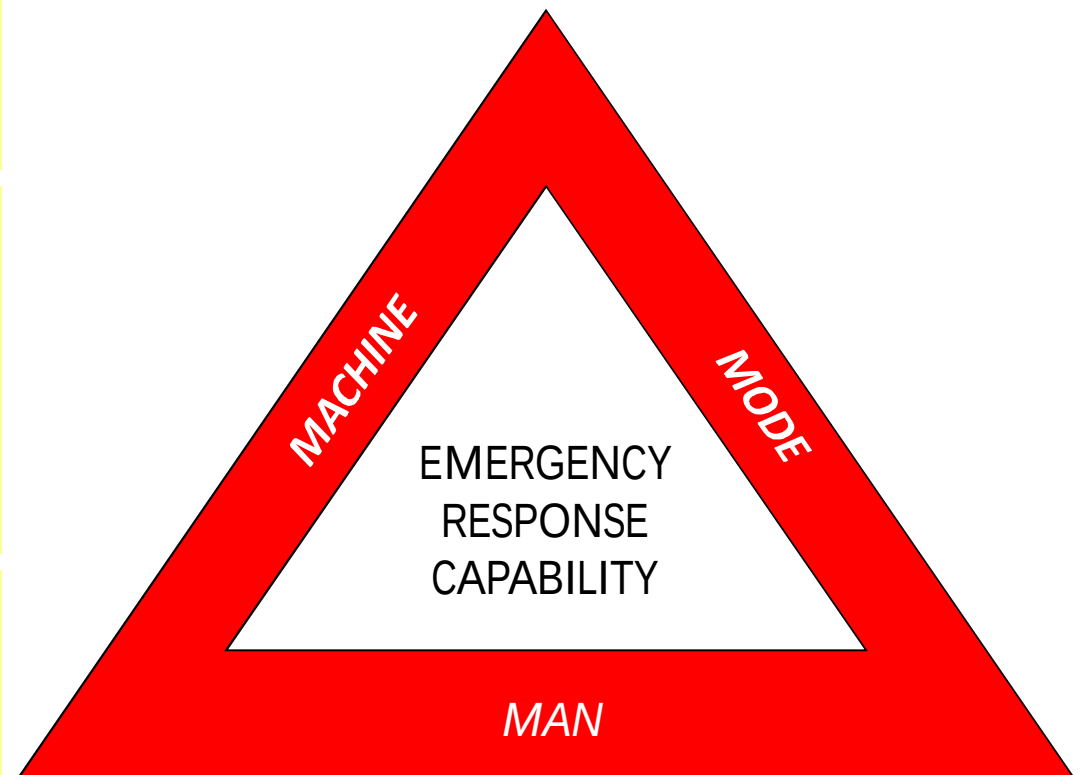
Forms a clear guiding pillar to Incident Management System (IMS) and the Emergency Response Team (ERT) members. When situation gets challenged, with team under pressure to respond, and outside influence dictates... priorities sometimes becomes not so obvious.

ER CAPABILITY TRIANGLE

MAN - ER personnel shall be ready, trained and competent to mount effective response

MODE - ER procedures shall be documented, current (updated) tried and tested - proven to be effective

MACHINE - ER equipment shall be adequate, fit-for-purpose, well maintained and readily deployed.



ER MANAGEMENT THE KEY SUCCESS FACTOR

Speed & Urgency

*Speed of response is paramount.
Gets full priority and overrides all
operational urgency.*

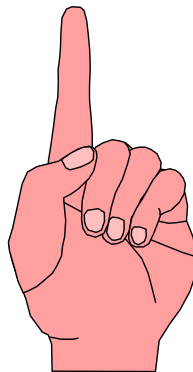
Ownership & Accountability

*Organisational seriousness in ER
management - part of employment
TOR. Authorised to commit.*

*Strategic & Structured Approached
Response strategy are well
documented, with checklist and
prompts. Organised procedural
guidelines available and are
frequently tested and proofed for
practicality and effectiveness.*

Assured Contactability

*Effective and assured call out mechanism that 100%
reliable.
ER Team must report on time and in clear state-of-mind,
in readiness to respond*



*Man-Specification, Training & Competency
All members of ER Team are to be selected,
trained and certified competent and have
maturity for the task assigned*

Comprehensive Mitigation

Able to response to all possible & likely scenarios

Roles & Responsibility

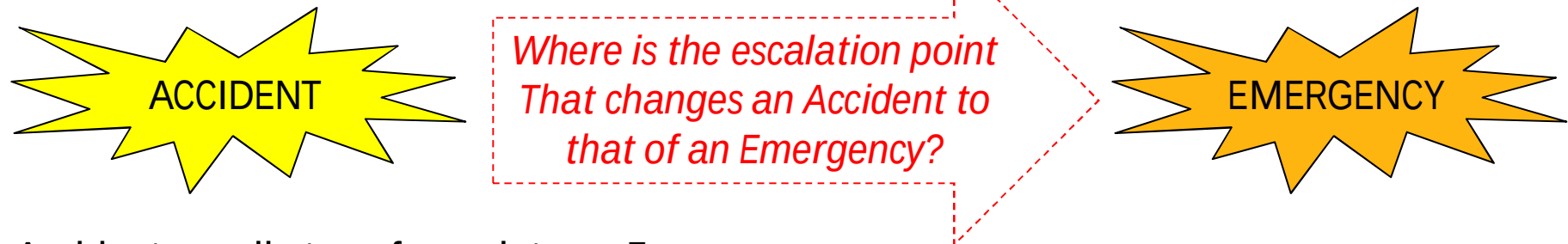
Team are clear on respective roles and responsibilities

EMERGENCY RESPONSE TRIGGERS AND FLOW

WHEN DOES AN ACCIDENT BECOMES AN EMERGENCY?

An Incident : Is an unplanned event with unacceptable consequences

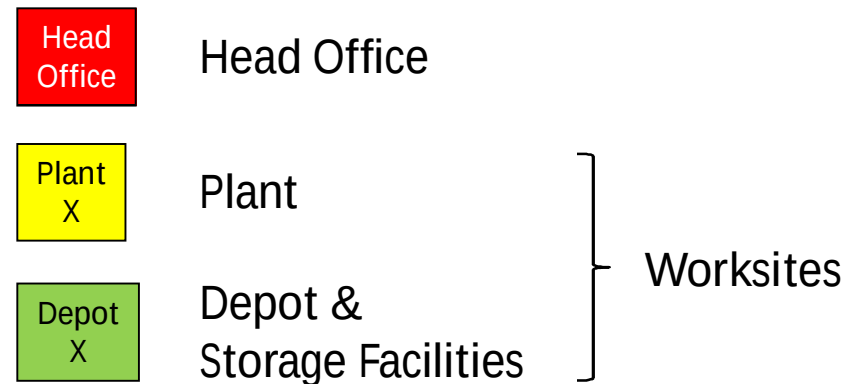
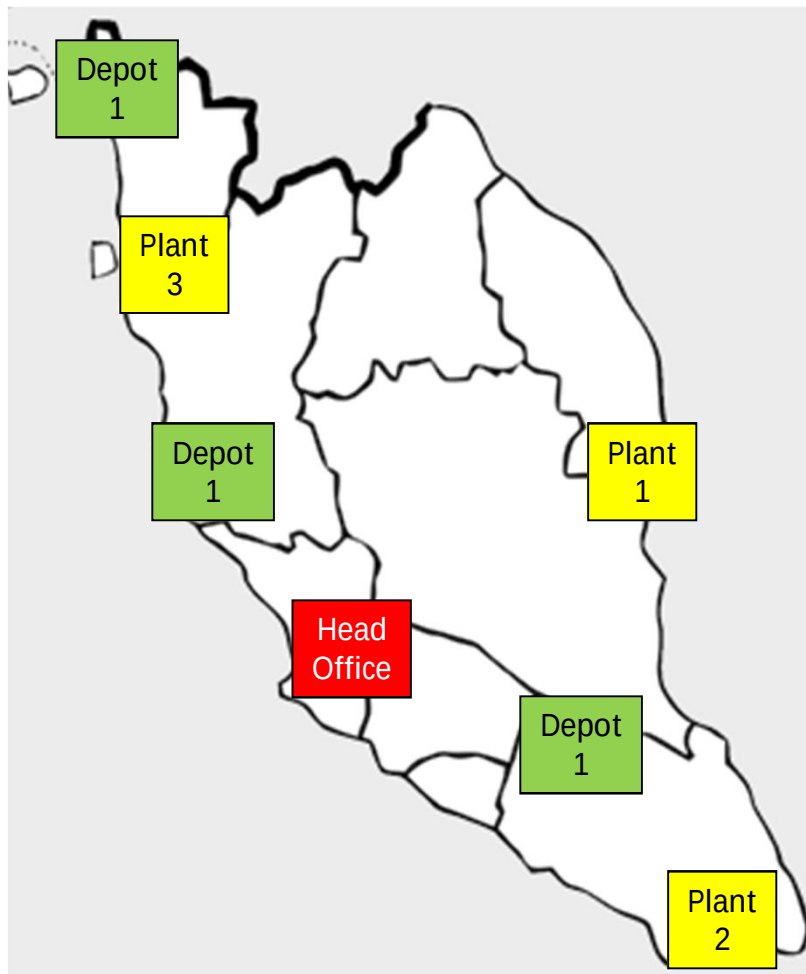
An Accident : Is an unplanned event with unacceptable consequences, where a price is paid



An Accident usually transforms into an Emergency :

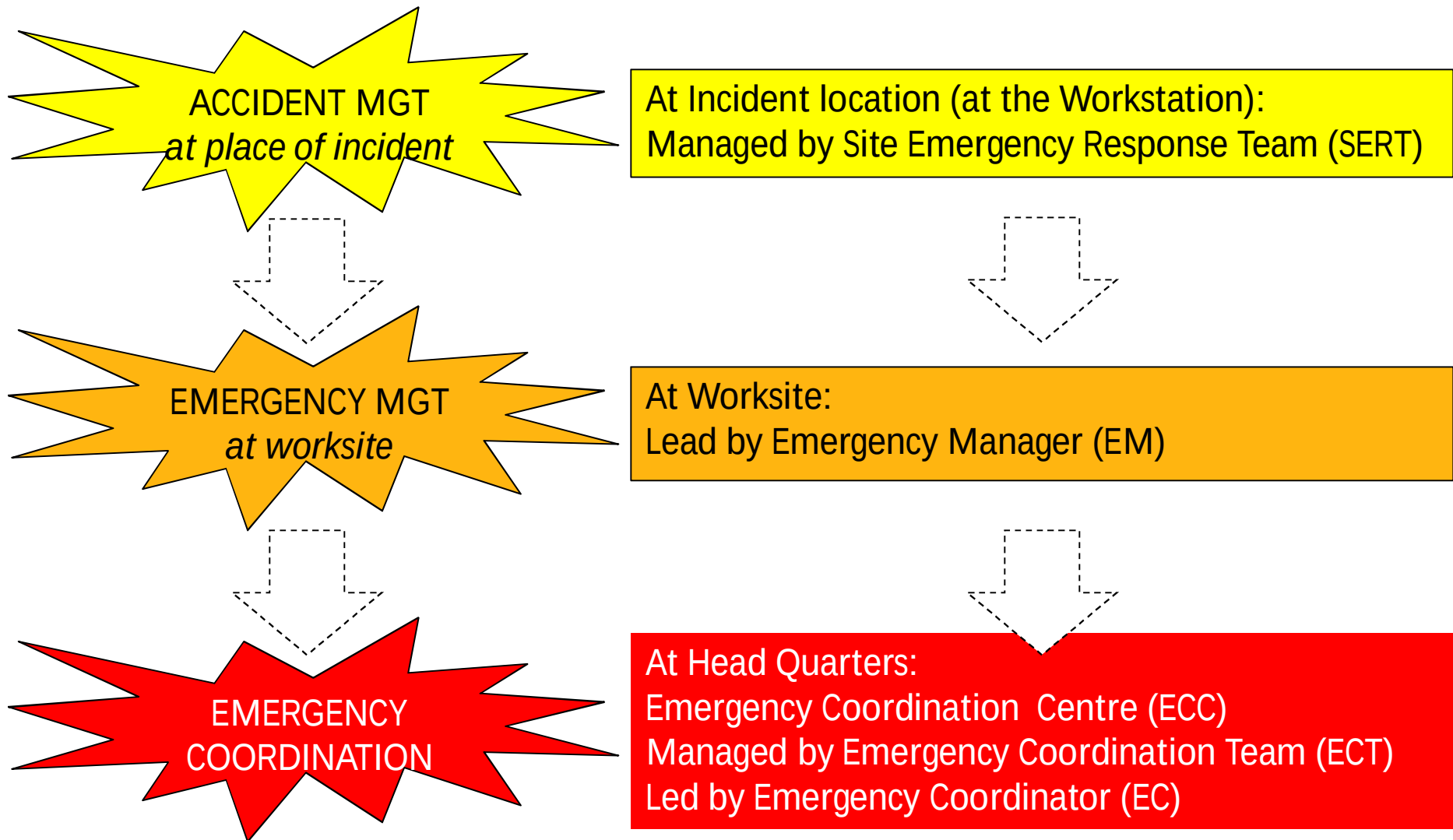
1. ...where the accident cannot be contained and/or managed, especially where there is potential escalation beyond that of a normal accident
2. ...involves fatality (particularly 3rd parties), major environment disaster, and/or extensive asset damage
3. ...involves major operational, and hence business, interruption
4. ... burdens huge legal and financial liabilities
5. ...where there is 'external' assistance and/or resource required to manage and/or contain the accident
6. ...where it attracts media attention or interest
7. ...where there is regulatory intervention/involvement

HOW IS YOUR SET-UP?



- Where is your top level management situated?
- Where should your Emergency Control (ECC) located?

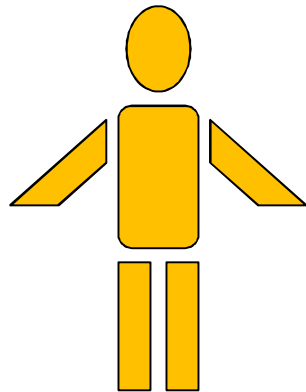
FROM AN INCIDENT TO AN EMERGENCY



FRONT LINE CREW (ON-SCENE TEAM) VS SERT

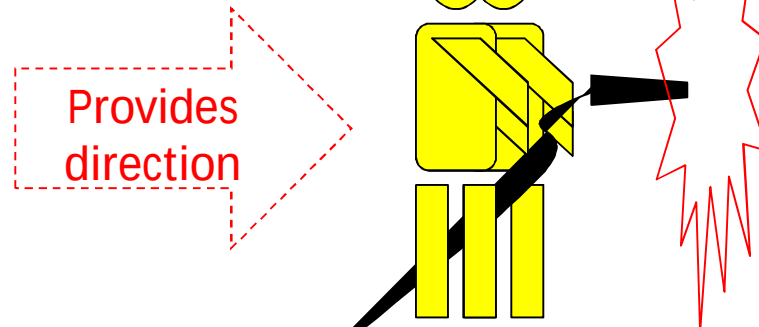
- **Front-Line Crew** is lead by an On-Scene Commander who is the frontline personnel handling the accident/emergency at source
- This team is supported by a the Site Emergency Response Team (SERT), whose job is to provide help and assistance to On-Scene Commander to manage the accident/emergency

WORKSITE MANAGEMENT



Under direction of
Emergency Manager (EM)

WORKSTATION RESPONSE

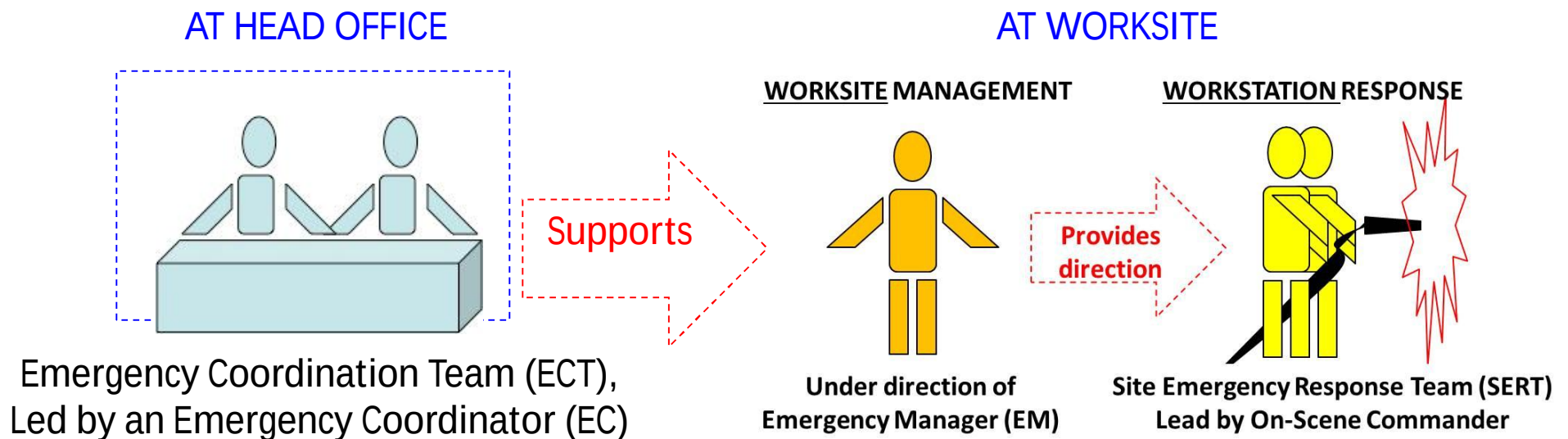


Site Emergency Response Team (SERT)
Lead by On-Scene Commander

EMERGENCY COORDINATION TEAM (ECT)

The Emergency Coordination Team (ECT), Lead by the Emergency Coordinator (EC); supports the Emergency Manager (EM) at the Worksite.

Co-ordinates logistical, evacuation, medical resource needs. Handles all media, HR, Regulatory aspects of the emergency.



SERT VS ECT

Site Emergency Response Team at Worksite (SERT)

Role : Provides sharp-end response to mitigate the emergency.

SERT reports to Emergency Manager (EM)

Emergency Coordination Team (ECT)

Role : Co-ordinates emergency & medical resource needs, logistics coordination, regulatory reports, media coverage & response.

ECT reports to Emergency Coordinator (EC)

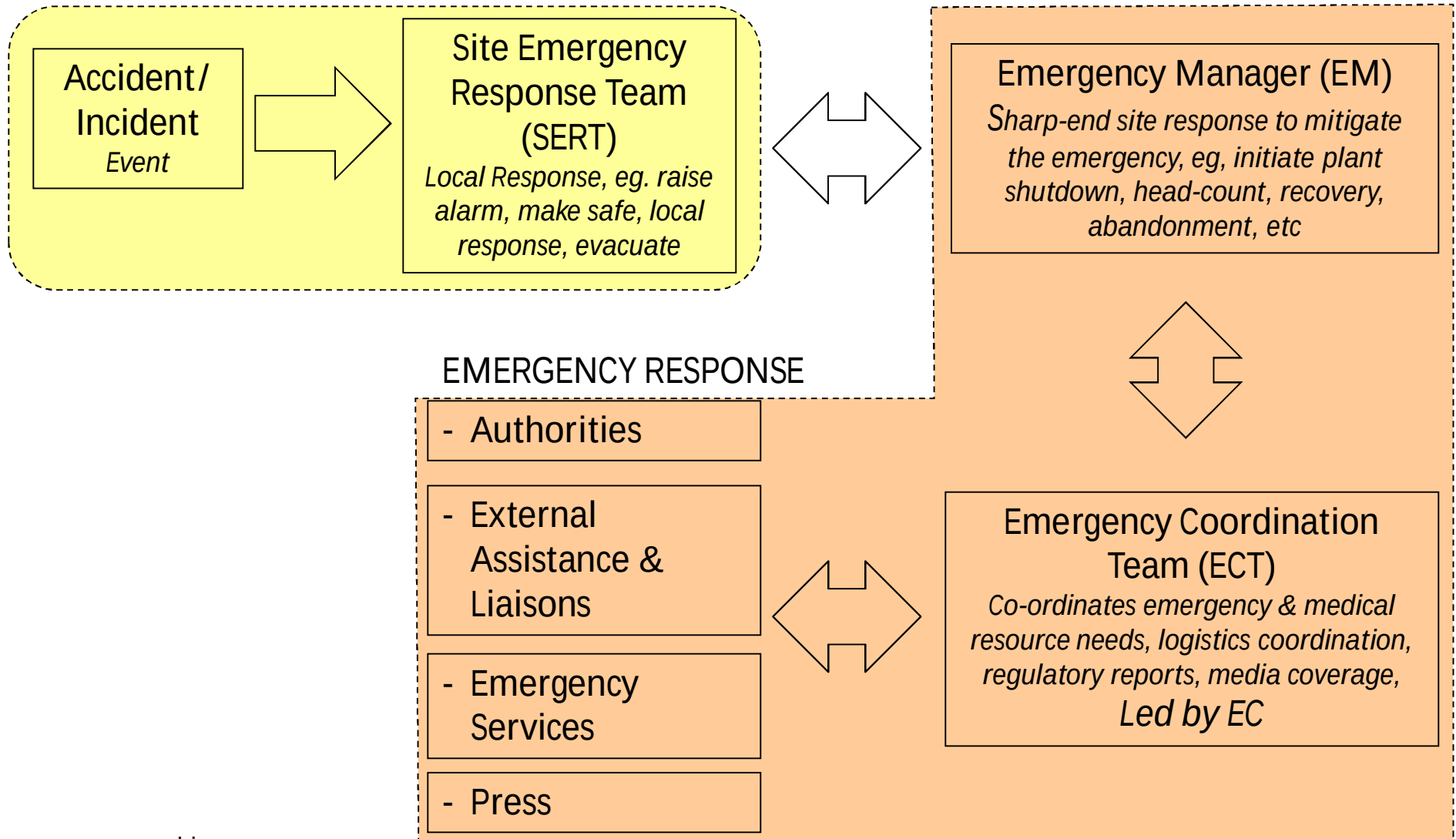
Note:

It has to be made clear that the ECT team does not take control of the incident but assist the worksite experiencing the emergency to address some of its coordination and notification responsibilities.

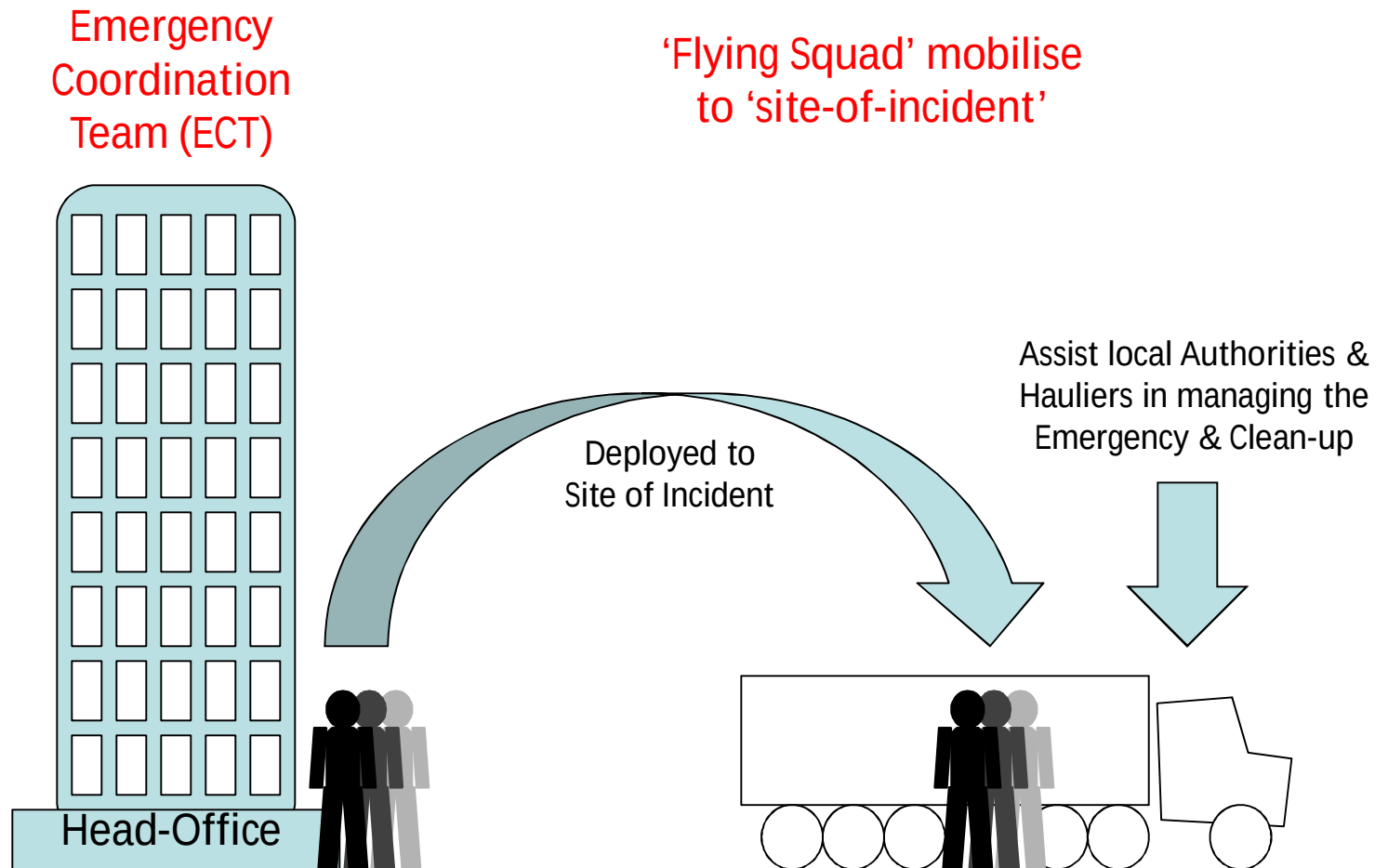
However if it deems fit the ERC can authorise a team of experts, the Flying Squad (SERT), to the incident site

ER FLOW PROCESS

INCIDENT/ACCIDENT

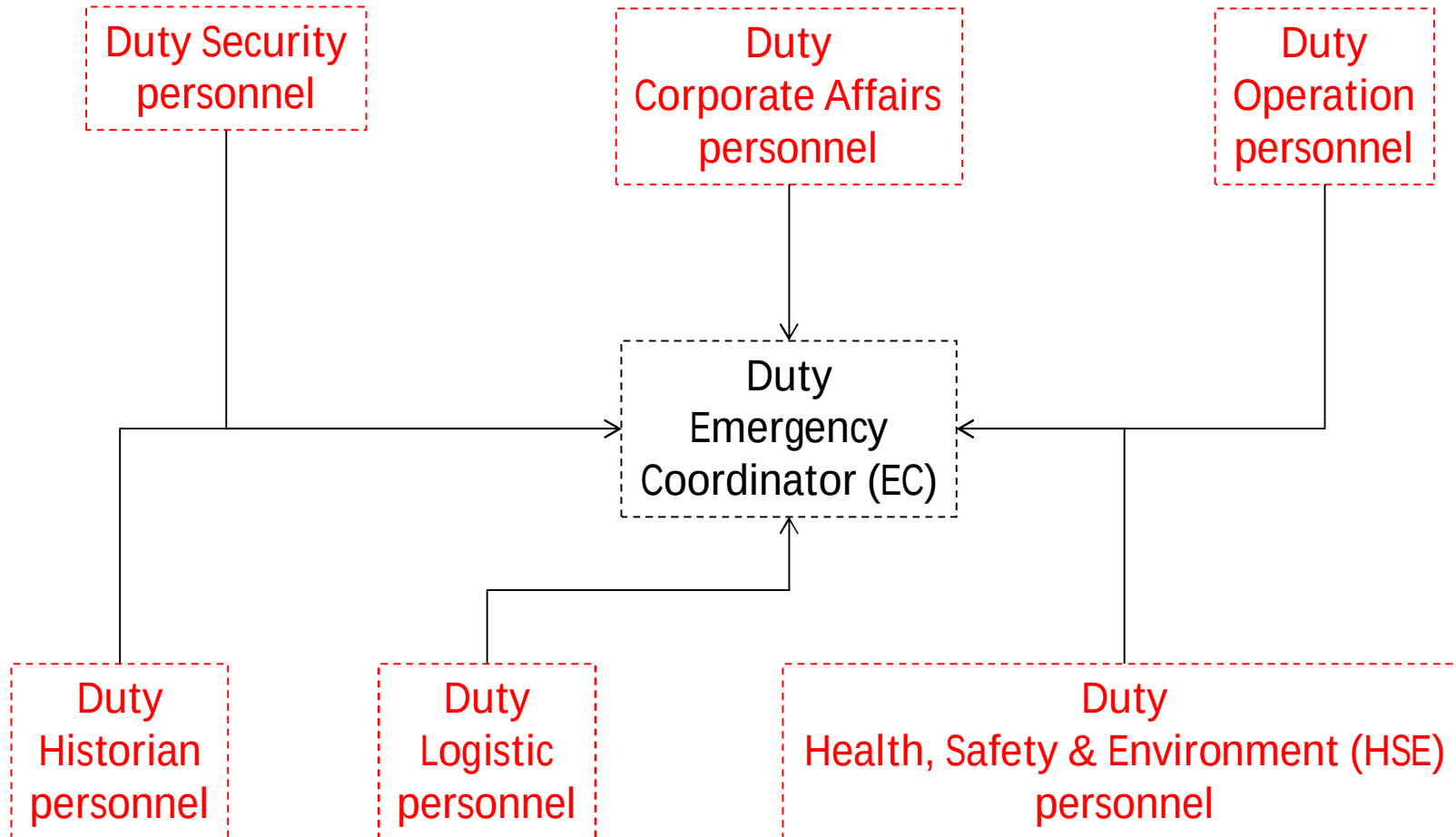


FOR ROAD TRANSPORT OPERATIONS



EMERGENCY COORDINATION TEAM (ECT)

EMERGENCY COORDINATION TEAM (ECT)



EMERGENCY COORDINATOR (EC)

Authority:

The EC is accorded with full authority to commit personnel and resources and is able to make full company representation, without reference to company top management, in an Emergency situation, when an Emergency is declared and the Emergency Coordination Centre (ECC) is activated.

Man Specification

Senior Manager/Director level personnel who is matured and entrusted with making key decision on behalf of top management. The following attributes are usually essential:

- Able to work under high stress
- A good overall perspective of company's business
- Good and proven leadership (man-management) qualities
- An aptitude and commitment in managing ER

EMERGENCY COORDINATOR (EC)

Roles & Responsibilities

- To receive call-out for ER support, from within company, external sources and/or third parties. Normally carries a pager and/or a well published Duty EC telephone.
- To activate the Emergency Response Centre (ECC) and call in Duty Support Personnel
- To manage the ECC and lead the multi-tasked and multi-skilled Emergency Coordination Team (ECT), in rendering assistance in the management of the emergency.
- Ensure the overall effectiveness and performance of ECT in managing emergencies, during training and actual ECC mobilisation.
- Conduct debriefing and prepare ER Report to ECT, and Top Management of all emergencies

EMERGENCY COORDINATOR (EC)

Training

- Induction on EC roles & responsibilities
- Induction on Emergency Coordination Centre infrastructure and equipment
- Induction on the emergency response manuals, procedures and checklist
- Participate in at least one emergency coordination and one crisis management (desktop) exercise per year
- Attend an Emergency Response & Crisis Management Course

ECT - OPERATION

Roles & Responsibilities

- Establish status of emergency
- Single point contact with site (SERT & Flying SERT)
- Advises ERC on operational issues
- Update 'Operations Event Board'

Man Specification

- Worksite/Operational experience
- Good interpersonal & communication skills

Training :

- Induction on ECT roles & responsibilities
- Induction on Emergency Coordination Centre infrastructure and equipment
- Induction on the Emergency Response manuals, procedures and checklist
- Participate in at least one emergency coordination (desktop) exercise per year
- Attend an Emergency Response Course
- Attends Basic fire-fighting (appreciation of risks)
- Attends Oil Spill Response course (if applicable)

ECT - LOGISTIC

Roles & Responsibilities

- Coordinate logistic request arrangement
- Coordinate material request arrangement
- Location (map) updating
- Advises ERC on logistic issues
- Update 'Logistic Event Board'
- Arrangement of requested transportation
- Co-ordinate material request
- Arrangement of domestic requirement - refreshment, etc.

Man Specification

- Supply, Distribution or Purchasing experience
- Good interpersonal & communication skills

Training :

- Induction on ECT roles & responsibilities
- Induction on Emergency Coordination Centre infrastructure and equipment
- Induction on the Emergency Response manuals, procedures and checklist
- Participate in at least one emergency coordination (desktop) exercise per year
- Attend an Emergency Response Course

ECT - SECURITY

Roles & Responsibilities

- Liaise with Emergency Services (Fire, Police, Local Councils, Marine)
- Verify information and data (on injury, death, damage), liaise with Duty HR ECT personnel
- Update 'People Board'
- Arrangement of requested transportation

Man Specification

- Experienced in dealing with government authorities
- Good interpersonal & communication skills
- Good influencing & negotiating skills

Training :

- Induction on ECT roles & responsibilities
- Induction on Emergency Coordination Centre infrastructure and equipment
- Induction on the Emergency Response manuals, procedures and checklist
- Participate in at least one emergency coordination (desktop) exercise per year
- Attend an Emergency Response Course

ECT – HEALTH, SAFETY & ENVIRONMENT (HSE)

Roles & Responsibilities

- Liaises with Government Authorities (eg. Dept-of-Environment & Dept of Occ Safety & Health)
- Advise ECT on matters of HSE
- Update 'Regulatory Board'

Man Specification

- Experienced in dealing with government authorities
- Good interpersonal & communication skills
- Good influencing & negotiating skills

Training :

- Induction on ECT roles & responsibilities
- Induction on Emergency Coordination Centre infrastructure and equipment
- Induction on the Emergency Response manuals, procedures and checklist
- Participate in at least one emergency coordination (desktop) exercise per year
- Attend an Emergency Response Course

ECT – CORPORATE AFFAIRS

Roles & Responsibilities

- Prepare 'holding' statements
- Release of 'approved' press statements to media houses
- Single point contact with media, eg. for press queries & interviews
- Keep affected company manager informed on status of emergency
- Keep company personnel informed on status of emergency
- Legal & Insurance liaison
- Update 'Media Board'

Man Specification

- Experienced in dealing with media
- Good interpersonal & communication skills
- Good influencing & negotiating skills

ECT – CORPORATE AFFAIRS

Training :

- Induction on ECT roles & responsibilities
- Induction on Emergency Coordination Centre infrastructure and equipment
- Induction on the Emergency Response manuals, procedures and checklist
- Participate in at least one emergency coordination (desktop) exercise per year
- Attend an Emergency Response Course
- Attends TV and Media Skills Course

ECT – HISTORIAN

Roles & Responsibilities

- Keep an accurate 'time-log' of events
- Provide secretarial support to ECC

Man Specification

- Good PC skill
- Good secretarial skills
- Working experience in company

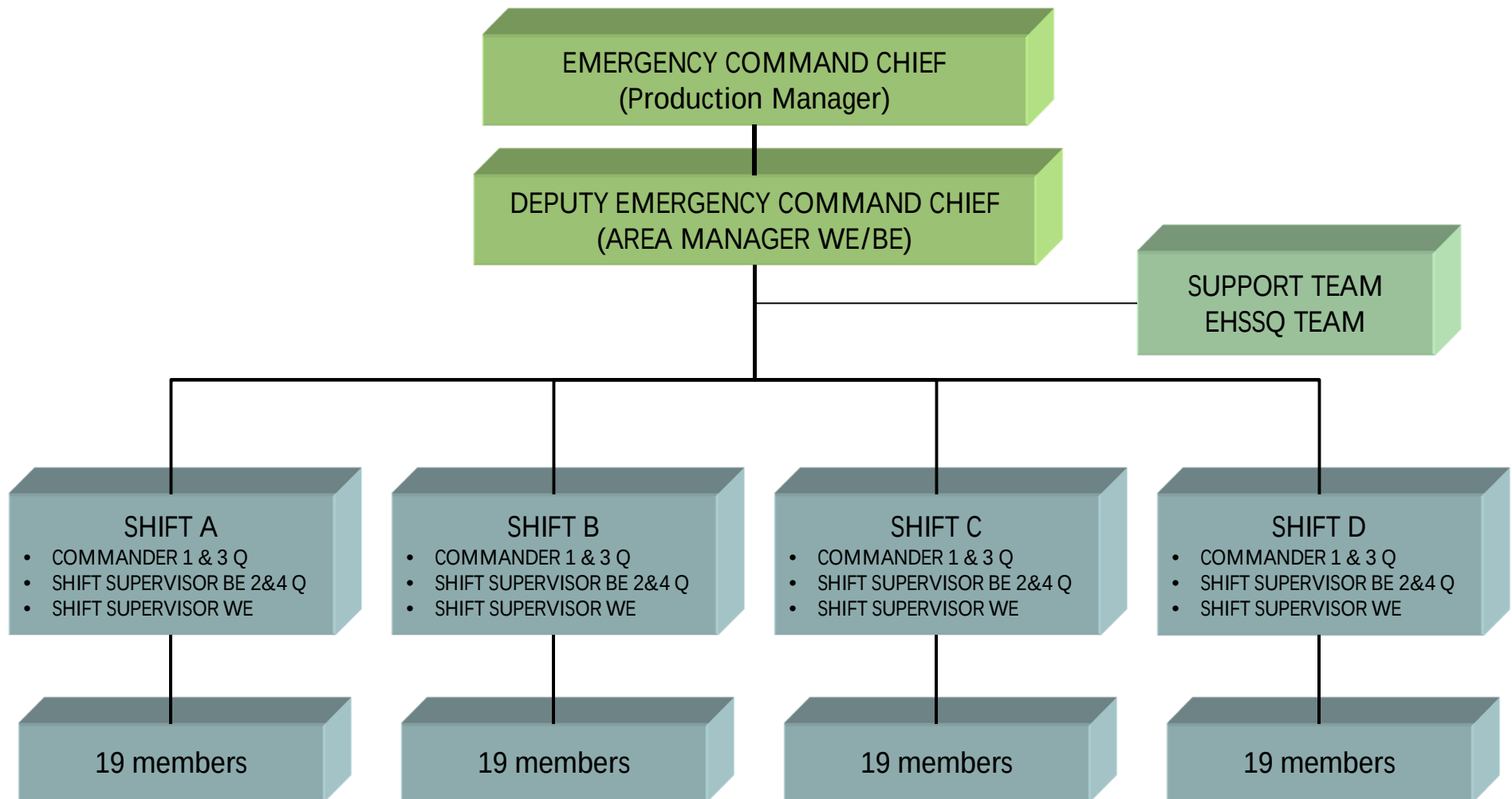
Training :

- Induction on ECT roles & responsibilities
- Induction on Emergency Coordination Centre infrastructure and equipment

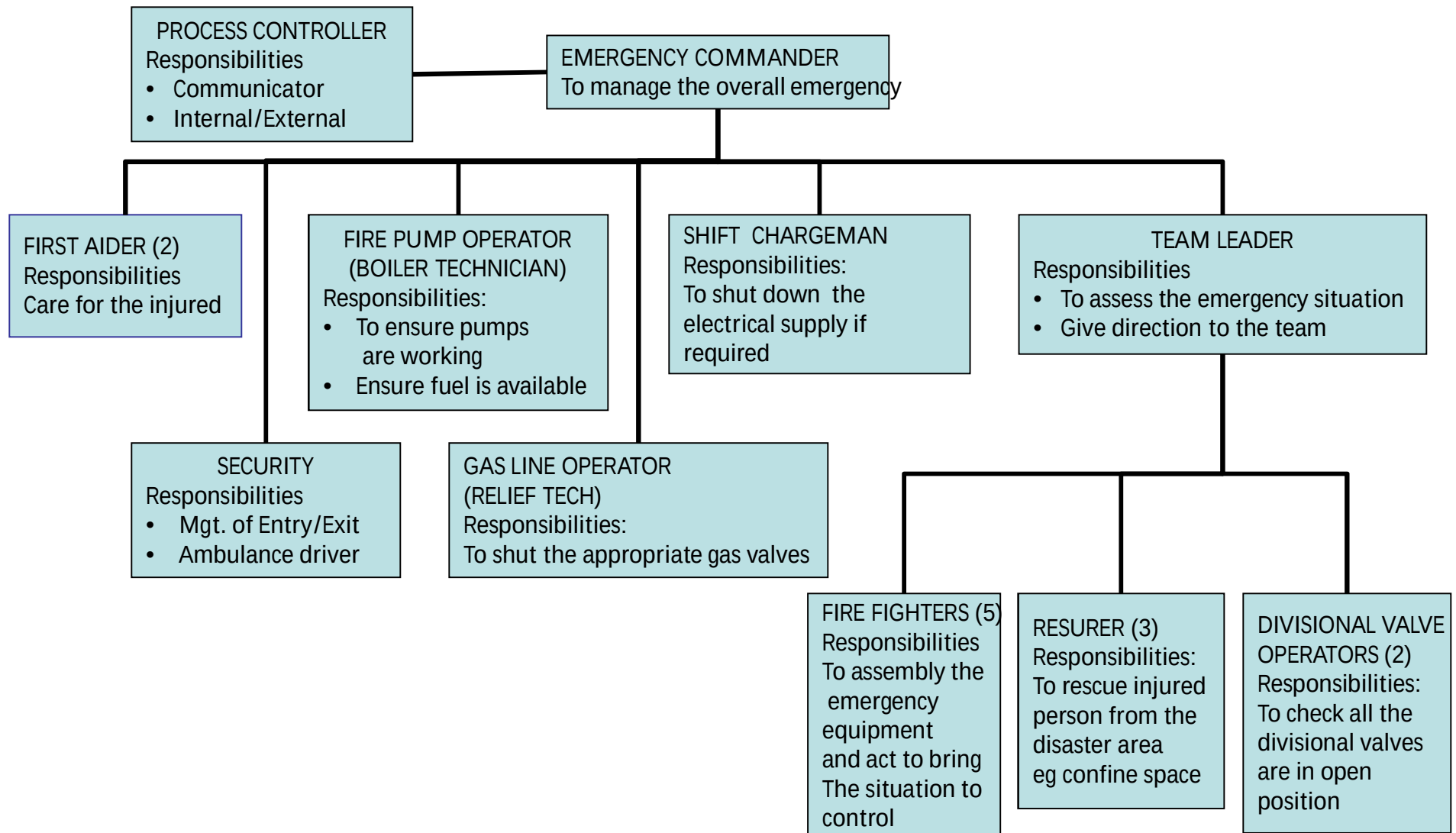
EMERGENCY RESPONSE TEAM (ERT) ORGANIZATION CHART

- Site Emergency Response Chart
- TK Incident Management Team Organization Chart

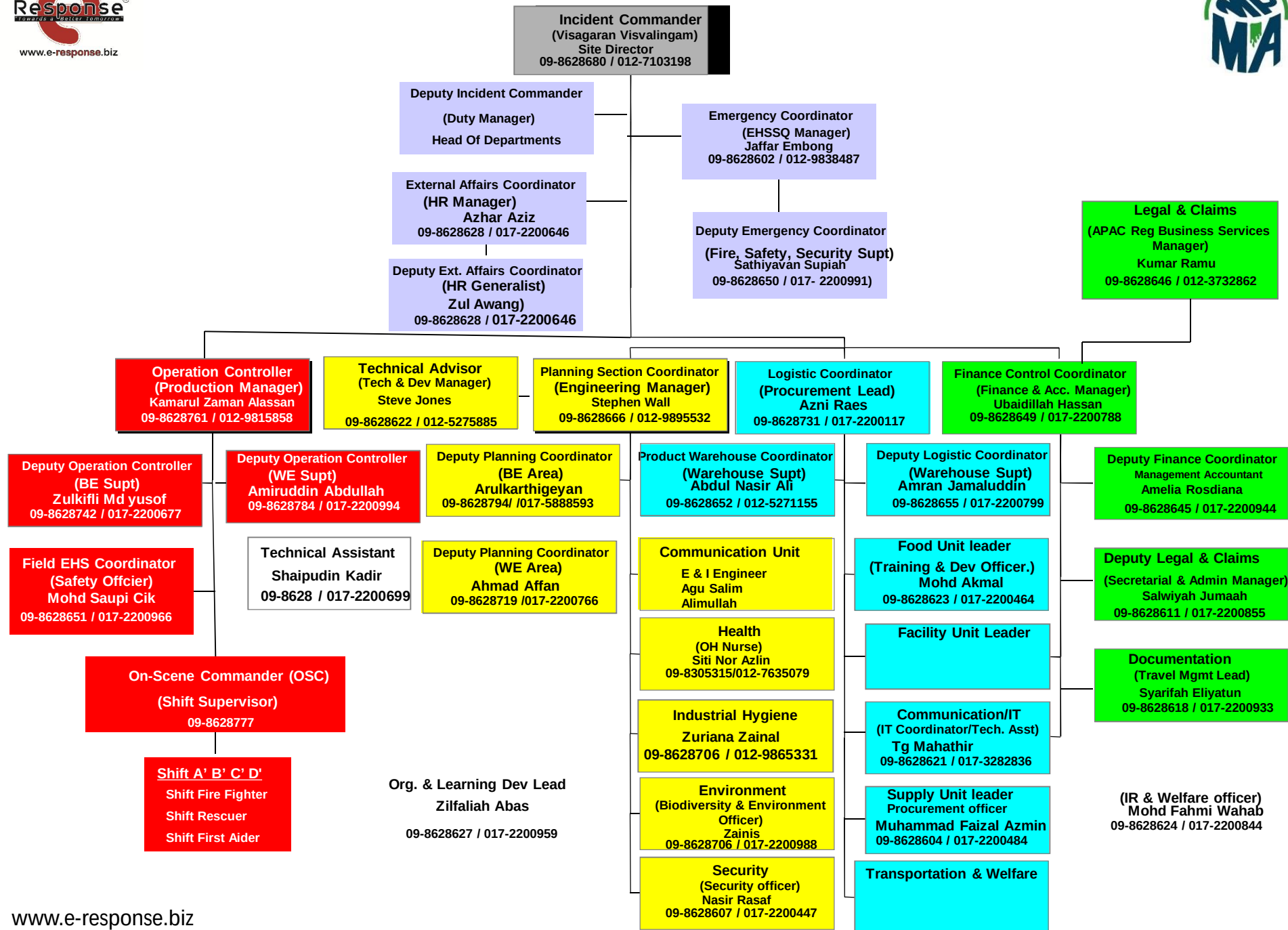
EMERGENCY RESPONSE CHART



EMERGENCY RESPONSE CREW & ROLES



TK Incident Management Team Organization Chart



INCIDENT MANAGAMENT TEAM (ICT) KEY REQUIREMENT

Response Time Commitment. Whilst on duty...

- *No outstation travel*
- *No leave and or travel outside the agreed response time radius of the Emergency Coordination Centre (ECC)*

Clear State-of-Mind. Whilst on duty...

- *No drinking*

Informed of all operational status. Whilst on duty...

- *Keeps phone/pagers under constant charge and is contact ready at all times (24 hours-a-day)*
- *Carries a 'duty-kit' with the ECT procedures, ECT checklist and the ECC phone directory*

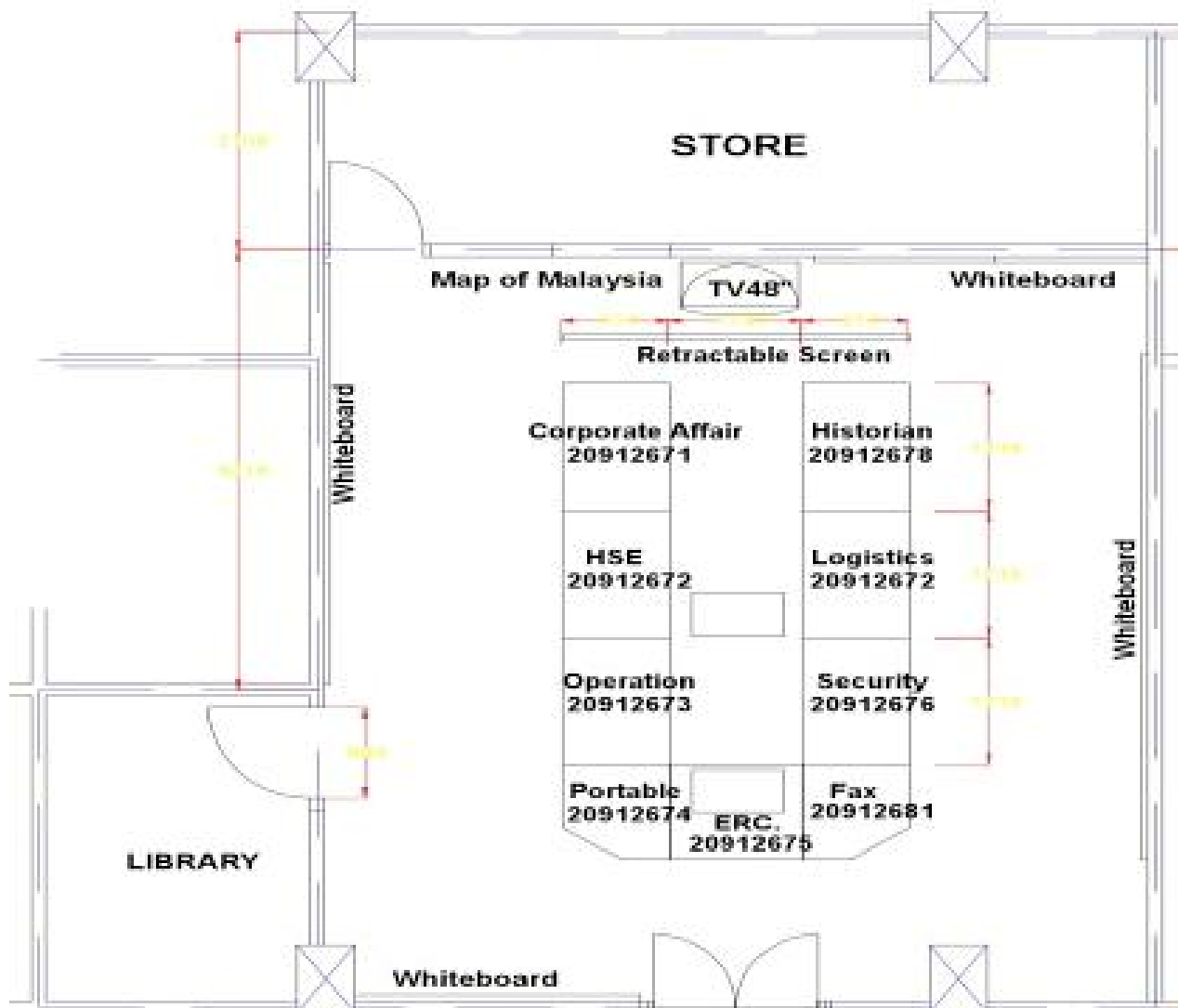
EMERGENCY COORDINATION CENTRE (ECC) LAYOUT & EQUIPMENT

TYPICAL EMERGENCY COORDINATION CENTRE (ECC)

The Basic Hardware

- Dedicated room
- One touch dialling facilities
- Incoming & outgoing dedicated fax
- 6 + 1 dedicated work stations
- 1 printer
- Dedicated event boards for each ECT member
- Library of ER Manuals, Procedures & Drawings (Updated & Current)
- Wide-screen Projector TV with wide network connection RTM, TV3 & Astro
- Computer server system to capture imaging system
- Laminated Plant Layout Plan
- 7 notebook PC

TYPICAL ROOM LAYOUT



- Store
- Library
- Telephone
- Fax Machine
- Photostat Machine
- 48" TV
- LAN Line for Laptop
- Desktop PC
- Retractable screen
- LCD Projector & OHP
- ER Manuals
- Site Plans
- Maps, Road & Highway Plans
- ER Directory
- Government Directory

PHOTOGRAPHS OF ERT IN THE ECC

1) Work stations; 2) Event Boards; 3) Fax & Tel; 4) LCD Projection



PHOTOGRAPHS OF ERT IN THE ECC

1) Work stations; 2) Event Boards; 3) Maps; 4) Equipment Layouts



PHOTOGRAPHS OF ERT IN THE ECC

1) Work Stations; 2) Event Boards; 3) LCD Projection; 4) Maps



PHOTOGRAPHS OF ERT IN THE ECC

1) Work stations; 2)Event Boards; 3)Faxes & Tel; 4)Library



PHOTOGRAPHS OF ERT IN THE ECC

1) Event Boards; 2) Pin-up Map Board



OWNERSHIP STRATEGY OF THE EMERGENCY COORDINATION CENTRE (ECC)

In-coming EC to do the following :

- Conducts routine 'call-in' of ERT to the ECC once in a week (ECT response to be within agreed response time)
- Checks work station facilities
- Checks communication equipment (table-telephone, hand-phone, pager)
- Checks ER data/information is available & updated (tel. directory, duty roster list, etc.)
- Signs-in the ECC logbook and brief all ECT members

Out-going EC to prepare a single page 'end-of-duty' report for company top management highlighting :

- The timely attendance of ECT at the duty week call-in and briefing
- The response time for the test call-out conducted
- Any EC calls for assistance during the course of the duty-week.

EMERGENCY RESPONSE DOCUMENTATION

TYPICAL ECC DOCUMENTATION

SOME KEY EMERGENCY RESPONSE DOCUMENTS

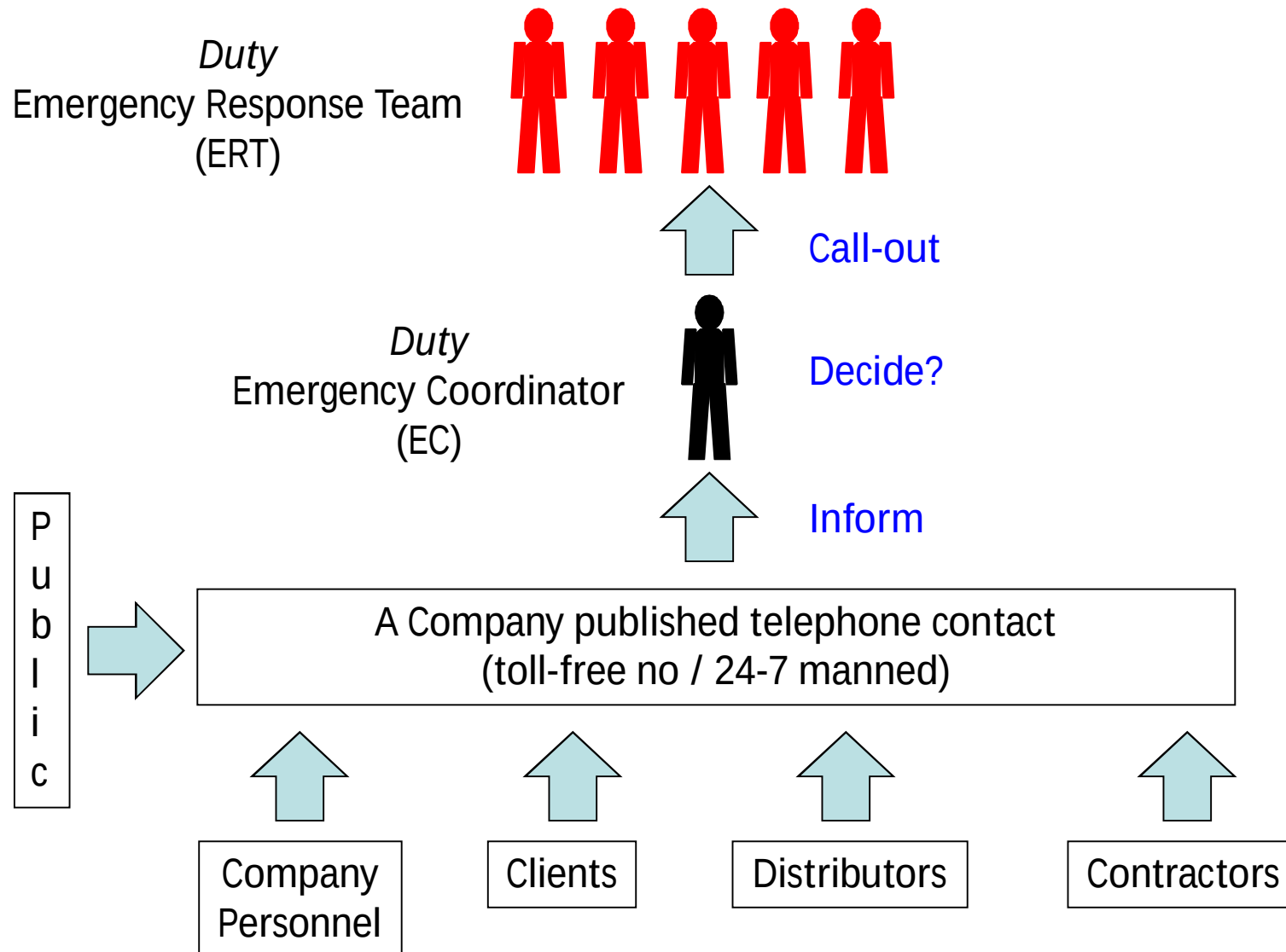
- Emergency Response Procedures (latest updates)
- Crisis Management Procedures (latest updates)
- Plant equipment and layout drawings
- ERT Checklist
- Weekly duty list (and all subsequent changes) to be posted in ER Webpage
- Scheduled Plant, Depot & Facilities Duty Personnel Directory
- Local Authorities Directory

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CALL-OUT & COMMUNICATION PROTOCOL IN EMERGENCY SITUATION

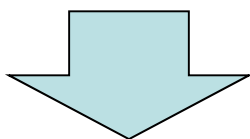
CONTACTS PROTOCOL



TELEPHONE RECORD

On receiving call, immediately:

- Note down Date & Time-of-call
- Ask for Caller's Name & Caller's Contact Phone No.
- Ask for Type of Emergency & Details of Emergency



Report to Duty Emergency Controller

*When in doubt whether to report or not,
REPORT IT.
It's not your decision, it's the Duty EC's*

To be filled by the CSPC Emergency Control Centre personnel who received the emergency notification.	
Caller name	
Caller phone number	
Time received call	
Specific location	
Type of emergency	Oil Spill/ Fire/ Explosion/ Bomb Threat /Flood /Earthquake / Robbery/ Medical case`
Details of emergency	
Name of Duty EC informed:	
Time contacted EC:	
Remarks	
Name of Security Personnel who received call	
Date	
Name and signature of CSPC Emergency Control Centre staff on duty	
To be filled by Duty EC	
For Duty Emergency Coordinator Team Leader (EC)	Complete this form and send to ECC Administrator
The emergency was reported to me on atam/pm. I called / did not call the respective site Emergency Response to verify / provide assistance.	
Remarks :	
.....	
Duty EC Signature	
Name:	Date:

1ST RESPONSE DETAILS

- Have a checklist to prompt you what to ask
- Record this down clearly, date and sign

The duty EC is to contact Emergency Site and ask the following:-		
Date-of-Report:	Time-of-Report:	Mode-of-Reporting:
Name of Person Giving Report:		
Name of Person Taking Report:		
Date of Incident:	Time of Incident:	
Location of Incident:		
Description of Incident:		
Incident Contained OR Escalating:		
Current actions taken at Incident Site:		
Next Course of Action at Incident Site:		
Assistance Required:		
No of persons on-site:		
Casualties Details:		
Fatal: (Estimated OR Confirmed)	Injured: (Estimated OR Confirmed)	Unaccounted for: (Estimated OR Confirmed)
Environmental Impact:		
Weather at Incident Site:		
Forecast Weather in the Next 24 hours:		
Organisations/Agencies Notified:		
Media Interest:		
Business Consequences (Production/Delivery Commitments):		
COMMUNICATION & FOCAL-POINT		
Site Tel No:	Name:	Appointment:
Site Mobile No:	Name:	Appointment:
Site Fax No:	Name:	Appointment:
NEXT CONTACT DETAIL		
Time at next contact:	Name of contact person:	

TRAPS & PITFALLS OF PROCEDURES

A procedure is not a rule when it is :

- Known to one or a few people, but not to ALL
- Established but not written or posted
- Seen but not read
- Read but not understood
- Understood but not followed
- Followed but not enforced
- Enforced but outdated

COMMUNICATION PROTOCOL

- Be courteous, calm, tactful
- Give factual information - do not lie or say “no comment”
- Clear holding statements / news release with senior mgt
- Prepared answers to expected questions by media
- Hold regular news briefings, if appropriate
- No unauthorised interviews or statements
- Correct misunderstanding / misinformation
- Only one spokesperson - at press conferences, interviews,
- Log all calls (with callers names, times and dates)
- Instruction & Directives
- No admission of liability
- No estimate of damage

EMERGENCY COORDINATION TEAM (ECT) - CONTACT PROTOCOL

EMERGENCY LIAISONS

Active parties

- Emergency Response teams
- Police,
- Fire Departments,
- Hospitals
- Government agencies

Affected parties

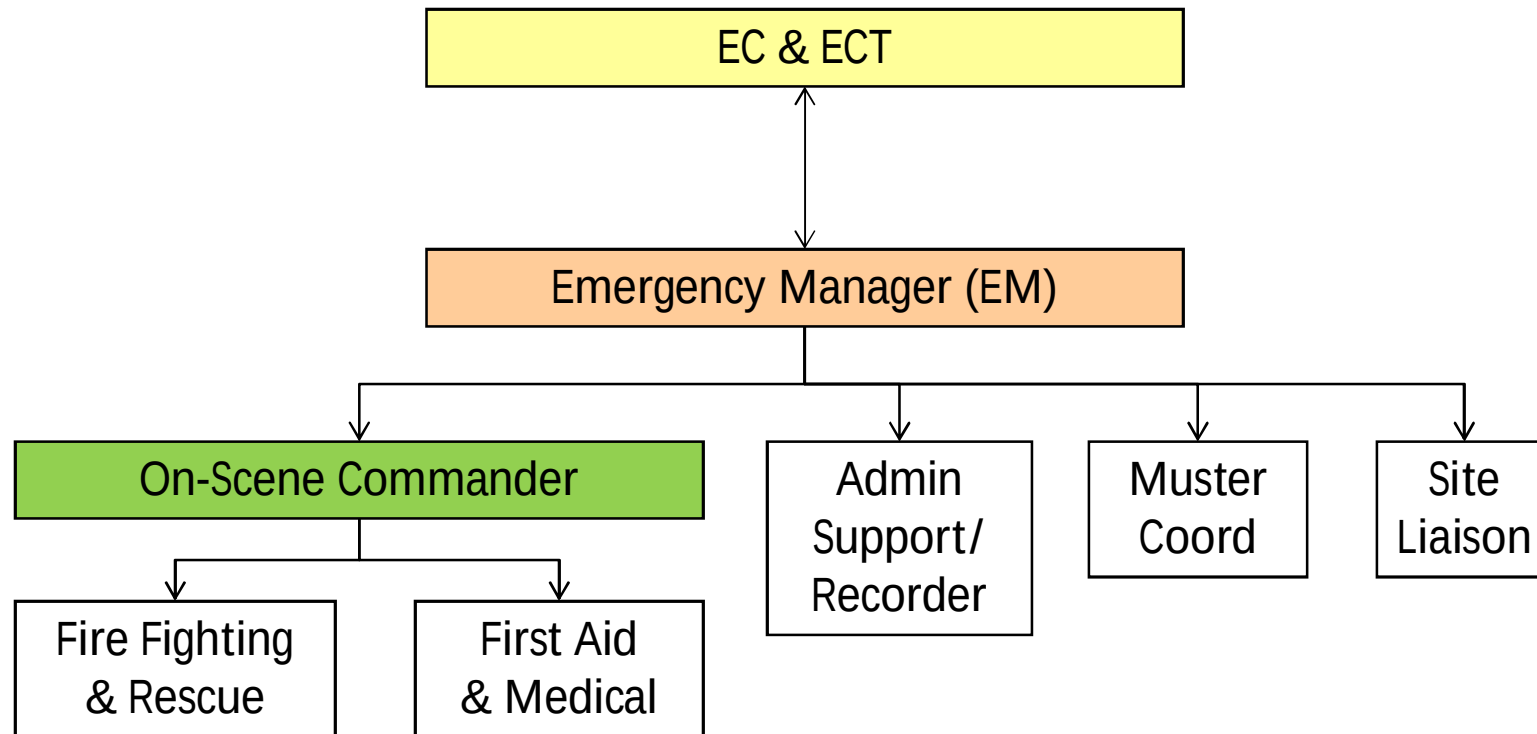
- Relatives
- Neighbours
- Customers
- Contractors

Interested parties

- Management
- Employees
- Public
- Media
- NGOs/Politicians

SITE EMERGENCY RESPONSE TEAM (SERT)

SITE EMERGENCY RESPONSE TEAM (SERT)

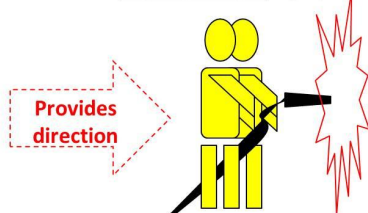


WORKSITE MANAGEMENT



Under direction of
Emergency Manager (EM)

WORKSTATION RESPONSE



Site Emergency Response Team (SERT)
Lead by On-Scene Commander

EMERGENCY MANAGER'S (EM) ROLES

- Overall in charge of emergency response activities involving their plant emergencies.
- Makes the decisions to deploy the SERT and provide additional resources required (e.g. personnel & equipment).
- Convenes the Site Emergency Response Team with the Incident Commander
- Liaises continuously with the Incident Commander for updates of the situation on the ground.
- Assist the Incident Commander in providing equipment and logistics back up required at the emergency scene.
- Liaises continuously with the Emergency Coordinator to update on the emergency
- manage request from public emergency services and government officials.
- maintain a event log and timing of the incident as and when information is provided by the Incident Commander

ON-SCENE COMMANDER'S ROLES

- Has direct charge over fire fighting, search and rescue, first aid to injured persons, and related emergency operational actions.
- Conducts incident size-up of the emergency and make a quick assessment of the situation.
- Briefs the Fire Control, Spill Control and First Aid Teams, when they are ready, to implement the appropriate plan to control the emergency situation.
- Ensure initiation of incident control measures such as isolation of leakage sources, emergency shutdown valves.
- Ensure that all response personnel are adequately protected with personal protected equipment.
- Oversee the emergency response operations, evaluate any requirements on site of potential hazards that may impact on emergency control operations such as fuel release, overflowing drains, structural collapse, possible escalation.
- Keep the Emergency Manager informed of the progress of emergency actions,
- Coordinate with Public Emergency Services for removal of hazardous materials.

EMERGENCY RESPONSE FLOW

The Team

SERT : Site Emergency Response Team

Roles of SERT

To provide resource, service and technical support to FLC

The Leader

ERT is headed by an appointed Emergency Co-ordinator (EC)

The Place

ECC : Emergency Control Centre

The Team

FLC : Front Line Crew

Roles of FLC

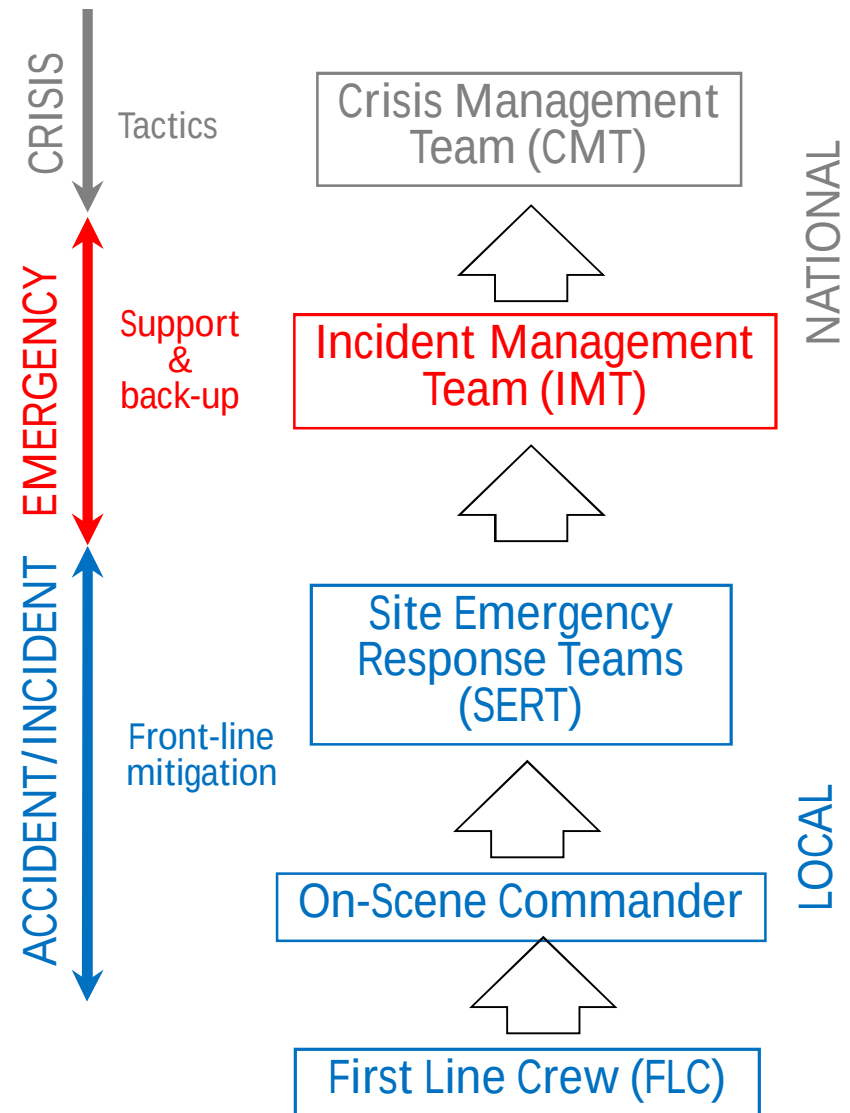
To provide frontline response for the mitigation of emergencies at the site of the incident

The Leader

FLC is headed by an appointed On-Scene Commander (OSC)

The Place

Incident Site



SERT BASIC HARDWARE

(Worksite) Emergency Response Centre (with optional Remote Command Centre)

- One-touch dialling facilities
- ERT dedicated hotline
- ERT dedicated facsimile
- PC notebook & printer
- 2-event boards
- PPE & torchlights
- SCBA equipment
- Hazmat Suits (for Dangerous Chemicals)
- portable generator sets
- laminated plant layout plan
- site response procedures

SERT INFRASTRUCTURE

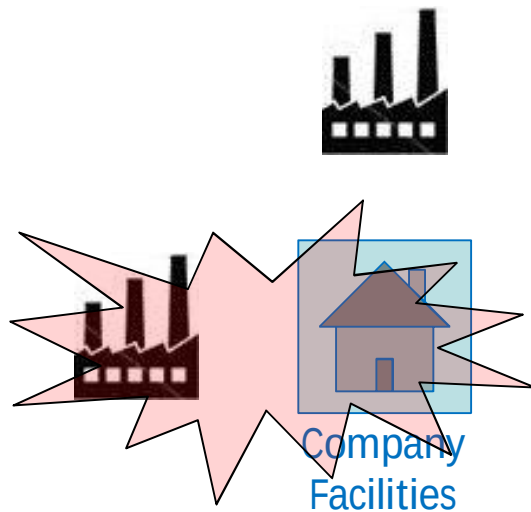
Resources / Facilities

- alarm systems
- first intervention equipment - fire fighting, rescue
- first aid equipment, casualty handling area
- rescue / recovery equipment
- communication equipment - telephones, intercom, w/talkies, pagers, fax, e-mail, VHF radio
- Standby/holding rooms (for visitors and relatives)

NEIGHBORING SITES MUTUAL-AID APPROACH

EMERGENCY MUTUAL AID GROUP

EMERGENCY MUTUAL-AID GROUP (EMAG)



Experience have shown that neighboring facilities can be your biggest exposure.

But it can also offer the fastest, most reliable, and committed assistance that can be sourced in the event of an emergency

However this external ER support infrastructure (Mutual-Aid) and mechanism needs to be structured and pre-agreed.

Group preparatory considerations should include a MOU covering:

- Single point contact (24/7) with authority
- Shared personnel telephone directory
- Use of manpower resources, logistic, equipment and consumables (foam/fire-extinguishers, etc)
- Joint familiarisation to equipment, facilities, infrastructure, product, etc
- Joint ER exercises and training

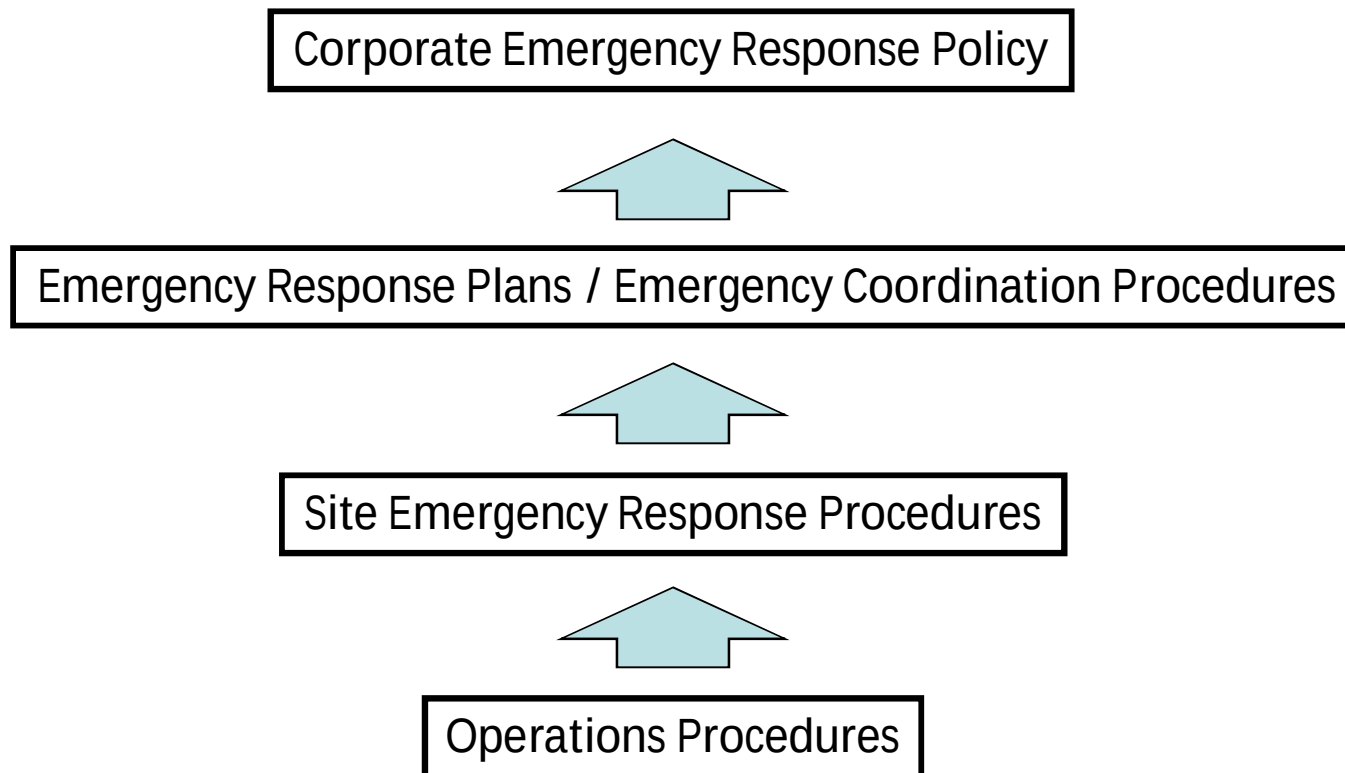
EMERGENCY MUTUAL-AID GROUP

Group preparatory considerations should include a MOU covering:

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EMERGENCY RESPONSE - PLANNING & TRAINING

EMERGENCY MANAGEMENT DOCUMENT HIERARCHY

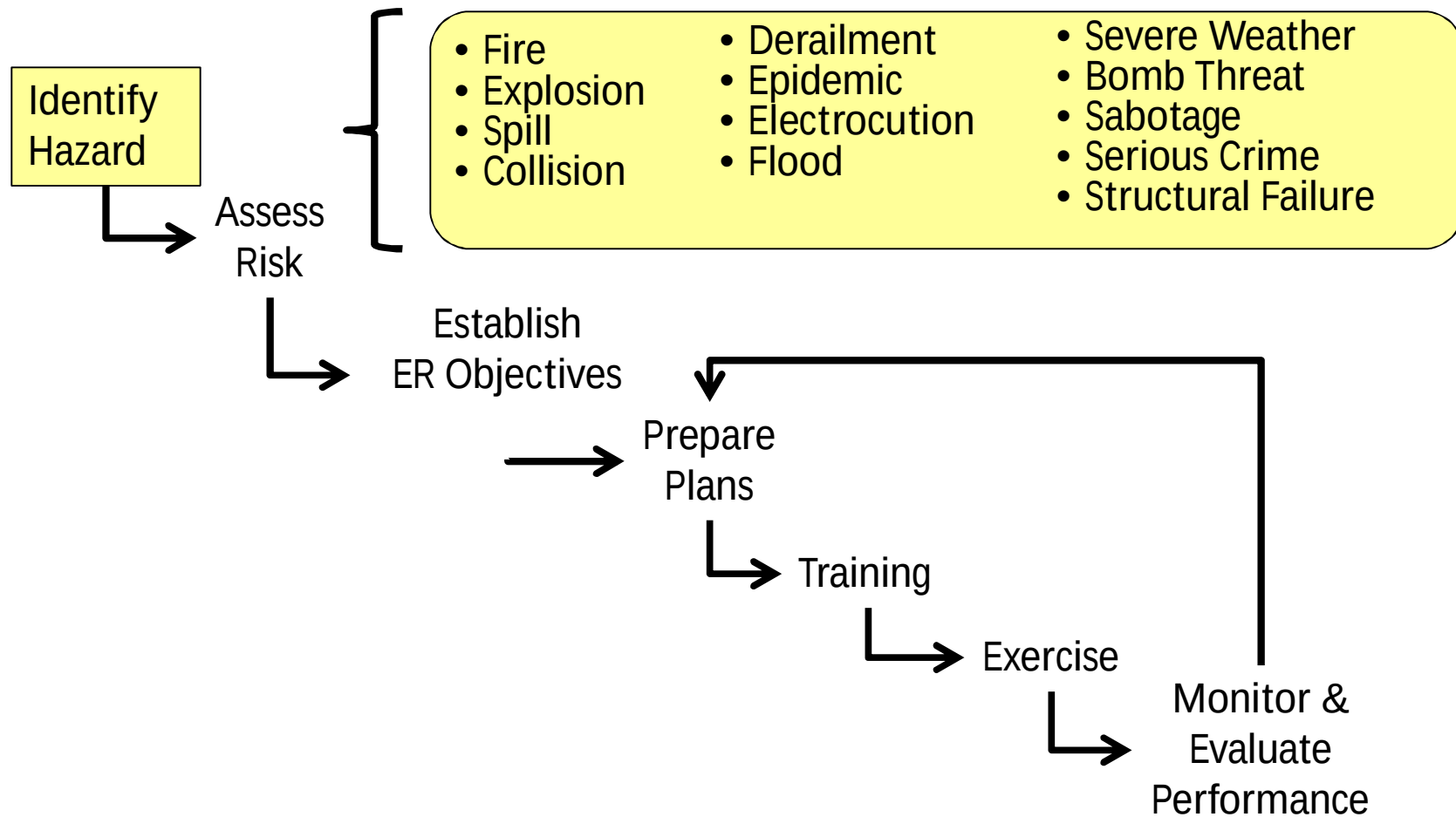


ER PLANNING

In an emergency, where stress and pressure is the order of the day, ER planning would serve to provide:

- a systematic thought process in evaluating the risk and exposure of an emergency in developing an effective counter measure strategy to mitigate consequences
- Clarity on members roles and responsibilities and avoids 'double dipping' and confusion.
- comprehensive prompter tools through established ER checklist
- provides standardised forms for easy use and systematic data compilation

ER PLANNING



TRAINING & EXERCISE OBJECTIVE

- to develop competency & confidence of team members
- test response of personnel at site
- test response of coordination team members
- test coordination between coordination team, site and other parties
- to test the availability, adequacy & operability of emergency equipment
- to familiarise site personnel with their specific roles in execution of emergency plans
- to familiarise professional emergency personnel with specific hazards of the site
- identify weakness & take actions for improvements
- learn from the experience

EMERGENCY TRAINING & EXERCISE

There must be regular training and exercises due to: staff turnover / change in the facilities / change in process and/or operations / change in product type and range

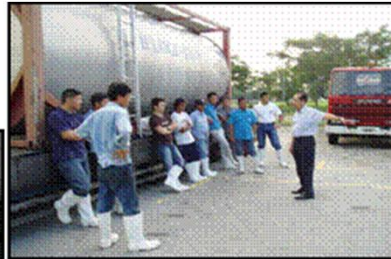
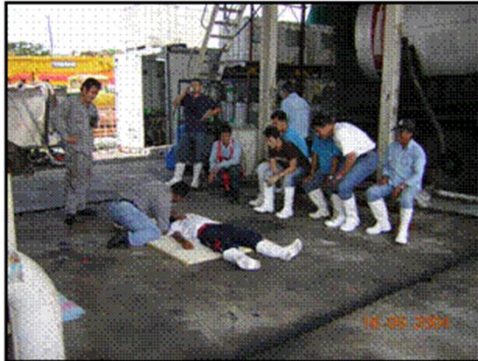
Types of Training

- Induction on ECT roles & responsibilities
- Induction on Emergency Coordination Centre infrastructure and equipment
- Induction on the Emergency Response manuals, procedures and checklist

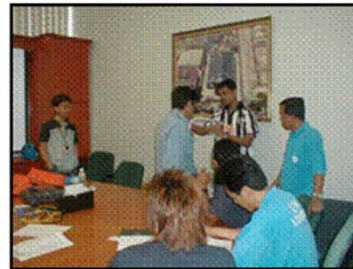
Types of exercise:

- Site emergency response drills
- Site emergency response exercises (inhouse wet drills)
- Emergency coordination desk-top exercises
- Emergency coordination live exercises (with authorities)
- Crisis management simulations

INCIDENT COMMANDER TRAININGS



ER Team Training



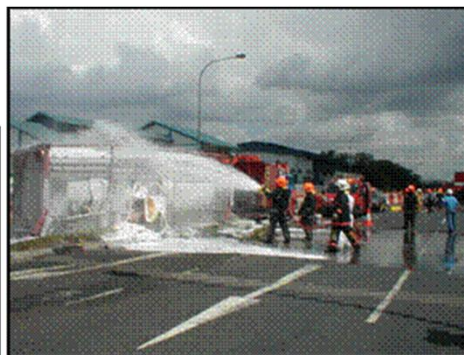
INCIDENT COMMANDER TRAININGS



ER Drills



HANDLING REAL EMERGENCIES



Handling Real Emergencies





END OF PRESENTATION

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