

IMPLEMENT THE PLAN

Purpose

Implementation means more than simply exercising the plan during an emergency. It means acting on recommendations made during the vulnerability analysis, integrating the plan into company operations, training employees, conducting drills, and evaluating the plan. This module will present the critical aspects of integrating the emergency plan in your business.

Concepts are reinforced in this step to help ensure application to your business by:

- Reviewing sections of an emergency plan template and identifying resources that will help you in completing an emergency plan for your business.
- Demonstrating an understanding of Step 4 by responding to questions posed at critical decision points in a case study on emergency planning.

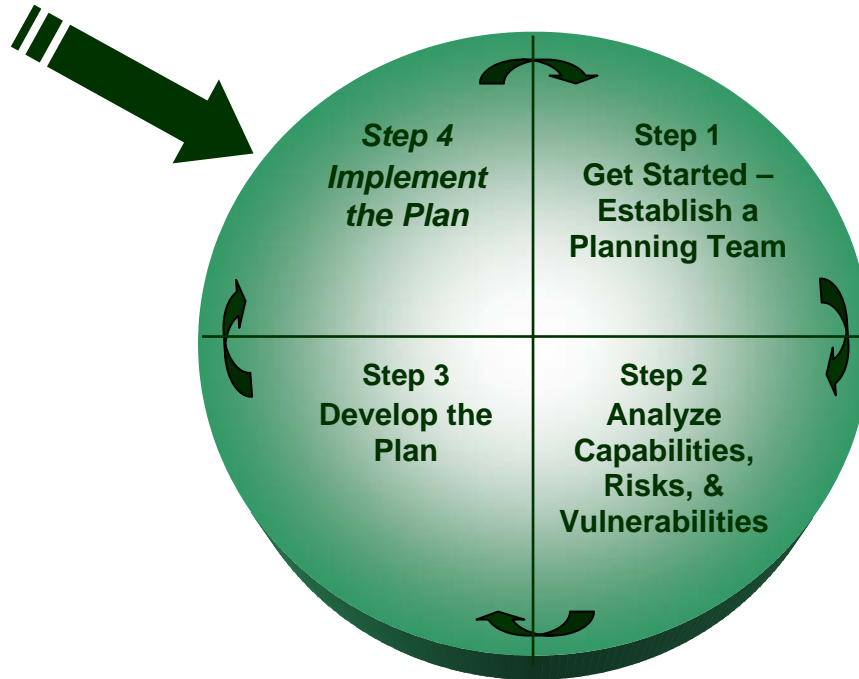
Objectives

After completing this module, you will be able to:

- Describe ways to integrate the emergency plan into your business operations.
- Recognize basic considerations for developing a training plan and conducting effective training:
 - Planning considerations
 - Training activities
 - Employee training
- Recognize issues to consider when conducting a formal audit of the emergency plan.
- Identify resources that will help you in completing sections of an emergency plan.
- Demonstrate an understanding of Step 4 by responding to questions posed at critical decision points in a case study on emergency planning.
- Identify 2 actions related to Step 4 to implement at your workplace, as well as potential barriers to these actions and how to overcome these barriers.

Implement the Plan: Emergency Planning & Culture of the Business

Once you have completed the development of your emergency plan, you are ready to complete Step 4 – Implement the Plan.



? *Is the corporate culture of your business supportive of emergency planning? How supportive?*

Emergency planning must become part of the corporate culture. Look for opportunities to:

- Build awareness.
- Educate and train personnel.
- Test procedures.
- Involve all levels of management, all departments, and the community in the planning process.
- Make emergency management part of what personnel do on a day-to-day basis.

Activity: Integrating the Plan in Business Operations

Directions: In this activity, discuss aspects of emergency planning that are part of business operations.

1. In pairs, discuss the following questions. Identify behaviors that would show evidence that each aspect of emergency planning has been accomplished in business operations. Answer the questions from a “general” perspective.
2. Take notes in the space provided.
3. Be prepared to share your responses in a large group.



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- A. How well does senior management support the responsibilities outlined in the plan? [What would senior management say or do to show their support?]

NOTES:

- B. Have emergency planning concepts been fully incorporated in the facility’s accounting, personnel, and financial procedures? [How would you know concepts were incorporated?]

NOTES:

- C. How can a facility’s processes for evaluating employees and defining job classifications better address emergency management responsibilities? [What can you do in a business to ensure this occurs? How can processes better address emergency management responsibilities?]

NOTES:

Activity: Integrating the Plan in Business Operations (continued)

- D. Are there opportunities for distributing emergency preparedness information through corporate newsletters, employee manuals, or employee mailings? What kinds of safety posters or other visible reminders would be helpful? [Are there other ways to distribute or communicate information? What are the most effective ways?]

NOTES:

- E. Do personnel know what they should do in an emergency? {How would you know if personnel knew what to do?}

NOTES:

- F. How can all levels of the organization be involved in evaluating and updating the plan? [What are some specific ideas for involvement?]

NOTES:

Conduct Training

Everyone who works at or visits the facility requires some form of emergency-related training. This could include periodic employee discussion sessions to review procedures, technical training in equipment use for emergency responders, evacuation drills, and full-scale exercises. In this section, review basic considerations for developing a training plan.



Planning Considerations

Assign responsibility for developing an emergency-related training plan. Consider the training and information needs for employees, contractors, visitors, managers and those with an emergency response role identified in the plan.



- Determine for a 12 month period:
 - Who will be trained?
 - Who will do the training?
 - What training activities will be used?
 - When and where will each session take place?
 - How will the session be evaluated and documented?
- Use a training drills and exercises chart to schedule training activities or create one of your own. See the sample from the FEMA Emergency Management Guide on the following page.
- Consider how to involve community responders in training activities.
- Conduct reviews after each training activity. Involve both personnel and community responders in the evaluation process.

Training Drills and Exercises

	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
Management Orientation/Review												
Employee Orientation/Review												
Contractor Orientation/Review												
Community/Media Orientation/Review												
Management Tabletop Exercise												
Response Team Tabletop Exercise												
Walk-Through Drill												
Functional Drill												
Evacuation Drill												
Full-Scale Exercise												

Conduct Training (continued)

Training Activities

Training for emergency planning efforts can take many forms.

Type of Training	Description
Orientation and Education Session	These are regularly scheduled discussion sessions to provide information, answer questions, and identify needs and concerns.
Tabletop Exercise	Members of the emergency management group meet in a conference room setting to discuss their responsibilities and how they would react to emergency scenarios. This is a cost-effective and efficient way to identify areas of overlap and confusion before conducting more demanding training activities.
Walk-Through Drill	The emergency management group and response teams actually perform their emergency response functions. This activity generally involves more people and is more thorough than a tabletop exercise.
Functional Drills	These drills test specific functions such as medical response, emergency notifications, warning and communications procedures and equipment, though not necessarily at the same time. Personnel are asked to evaluate the systems and identify problem areas.
Evacuation Drills	Personnel walk the evacuation route to a designated area where procedures for accounting for all personnel are tested. Participants are asked to make notes as they go along of what might become a hazard during an emergency, e.g., stairways cluttered with debris, smoke in the hallways. Plans are modified accordingly.
Full-Scale Exercise	A real life emergency situation is simulated as closely as possible. This exercise involves company emergency response personnel, employees, management, and community response organizations.

? *How have you used types of training activities in your emergency planning efforts? What worked well? What did not work well?*

Employee Training

General training for all employees should address:

- Individual roles and responsibilities.
- Information about threats, hazards, and protective actions.
- Notification, warning, and communications procedures.
- Means for locating family members in an emergency.
- Emergency response procedures.
- Evacuation, shelter, and accountability procedures.
- Location and use of common emergency equipment.
- Emergency shutdown procedures.

OSHA training requirements are a minimum standard for many facilities that have a fire brigade, hazardous materials team, rescue team or emergency medical response team.

The scenarios developed during the vulnerability analysis can serve as the basis for training events.

Evaluate & Modify the Plan

Conduct a formal audit of the entire plan at least once a year. Among the issues to consider are:

- How can you involve all levels of management in evaluating and updating the plan?
- Are the problem areas and resource shortfalls identified in the vulnerability analysis being sufficiently addressed?
- Does the plan reflect lessons learned from drills and actual events?
- Do members of the emergency management group and emergency response team understand their respective responsibilities?
- Have new members been trained?
- Does the plan reflect changes in the physical layout of the facility? Does it reflect new facility processes?
- Are photographs and other records of facility assets up to date?
- Is the facility attaining its training objectives?
- Have the hazards in the facility changed?
- Are the names, titles, and telephone numbers in the plan current?
- Are steps being taken to incorporate emergency management into other facility processes?
- Have community agencies and organizations been briefed on the plan? Are they involved in evaluating the plan?



In addition to a yearly audit, evaluate, and modify the plan at these times:

- After each training drill or exercise.
- After each emergency.
- When personnel or their responsibilities change.
- When the layout or design of the facility changes.
- When policies or procedures change.

When siting a new location, conduct a hazard analysis of the area. Modify your plan when a new site becomes operable.

Remember to brief personnel on changes to the plan.

SAMPLE EMERGENCY PLAN

Emergency Training Plan

Attach/enclose the emergency training plan in this section. Address the needs of employees, contractors, visitors, managers, and those with an emergency response role. Determine for a 12 month period:

- Who will be trained?
- Who will do the training?
- What training activities will be used?
- When and where will each session take place?
- How will the session be evaluated and documented?

SAMPLE EMERGENCY PLAN (continued)

Training Drills and Exercises

	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
Management Orientation/Review												
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Contractor Orientation/Review												
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Response Team Tabletop Exercise												
Walk-Through Drill												
Functional Drill												
Evacuation Drill												
Full-Scale Exercise												

Case Study: Emergency Planning

Directions: Complete this part of the case study that pertains to Step 4 – Implement the Plan.

1. Break into small work groups with guidance from your facilitator.
2. In your small groups, discuss and answer the questions that follow the case study. Take notes in the space provided.
3. Be prepared to share your responses with the large group.



Consultation: One Is Not Enough Cookie Company's Emergency Planning Effort

The Cookie Company's emergency planning team is working on Step 4: Implement the Plan. As a group, act as a consultant to review and critique their work. Assist them in identifying steps to ensure an effective planning process.

- The planning team just started to discuss training issues. They requested your assistance in developing their training plan because of your experience as a safety facilitator.
 - One issue that the planning team shares is not having experts available in their own workforce (business) to address certain topics. They wonder if they will need to learn about all topics in order to train workers effectively – and if that is the best way to handle this issue.
1. Respond to the planning team's questions/concerns while presenting your overarching perspective on training. What would you tell them?

Comments:

2. To help you prepare your points, brainstorm some of the topics that will need to be addressed in their emergency training, the methods that might be most appropriate, and who will deliver/facilitate that part of the training to help you think through your response. Use the chart on the next page to assist your organization of thoughts.

Case Study: Emergency Planning (continued)

Topics to be addressed in emergency training	Training methods that may be most appropriate	Who will deliver/facilitate?

Comments:

Priority Actions for Your Business

Directions: How can you apply what you have learned in this module to emergency planning efforts back at your business?



1. Identify 2 actions you will take when you return to your business. You can select from the actions listed below or come up with your own.
2. Identify potential barriers you might encounter in taking these actions.
3. List ideas for overcoming the barriers you have identified.

Possible Actions

- 1. Share the information you learned in this module about analyzing capabilities, risks, and vulnerabilities with a supervisor, the head of your company, and/or co-workers who need to be informed.
- 2. Volunteer your services to the emergency planning team based on your knowledge, skills, and expertise in specific areas of the capabilities, risks, or vulnerabilities assessment.
- 3. Once your team has identified potential emergencies that may impact your business, learn as much as you can about each emergency to increase your level of preparedness.

Action Plan

Action	Potential Barrier(s)	Overcoming Barrier(s)
1.		
2.		

