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
INCIDENTS LEADING TO AN EMERGENCY

Explosion → Gas Cloud

Fire → Toxic Release

Injury → Property Damage

Death → Environmental Contamination

EMERGENCY LOSS OF CONTAINMENT

1. Gas Cloud
2. Fire
3. Explosion
4. Injury
5. Death
6. Property Damage
7. Environmental Contamination
8. Toxic Release
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

Barriers OR Controls

Recovery Preparadness

HAZARD

THREAT

BARRIERS

INCIDENT ACCIDENT

Emergency Response

PROACTIVE PLANNING
(Preventive Measures)

REACTIVE PLANNING
(Mitigative Measures)
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

<table>
<thead>
<tr>
<th>MAN</th>
<th>ER personnel shall be ready, trained and competent to mount effective response</th>
</tr>
</thead>
<tbody>
<tr>
<td>MODE</td>
<td>ER procedures shall be documented, current (updated) tried and tested - proven to be effective</td>
</tr>
<tr>
<td>MACHINE</td>
<td>ER equipment shall be adequate, fit-for-purpose, well maintained and readily deployed.</td>
</tr>
</tbody>
</table>
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 prompters. 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

Where is the escalation point That changes an Accident to that of an Emergency?

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

ACCIDENT MGT
at place of incident

At Incident location (at the Workstation):
Managed by Site Emergency Response Team (SERT)

EMERGENCY MGT
at worksite

At Worksite:
Lead by Emergency Manager (EM)

EMERGENCY COORDINATION

At Head Quarters:
Emergency Coordination Centre (ECC)
Managed by Emergency Coordination Team (ECT)
Led by Emergency Coordinator (EC)
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 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

Provides direction

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.

Emergency Coordination Team (ECT), Led by an Emergency Coordinator (EC)

AT HEAD OFFICE

Supports

AT WORKSITE

WORKSITE MANAGEMENT

Under direction of Emergency Manager (EM)

WORKSTATION RESPONSE

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

www.e-response.biz
**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 it’s 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

Accident/Incident Event

Site Emergency Response Team (SERT)
Local Response, eg. raise alarm, make safe, local response, evacuate

Emergency Manager (EM)
Sharp-end site response to mitigate the emergency, eg. initiate plant shutdown, head-count, recovery, abandonment, etc

EMERGENCY RESPONSE

- Authorities
- External Assistance & Liaisons
- Emergency Services
- Press

Emergency Coordination Team (ECT)
Co-ordinates emergency & medical resource needs, logistics coordination, regulatory reports, media coverage,
Led by EC
FOR ROAD TRANSPORT OPERATIONS

Emergency Coordination Team (ECT)

'Flying Squad' mobilise to 'site-of-incident'

Deployed to Site of Incident

Assist local Authorities & Hauliers in managing the Emergency & Clean-up
EMERGENCY COORDINATION TEAM (ECT)
EMERGENCY COORDINATION TEAM (ECT)

Duty Security personnel

Duty Corporate Affairs personnel

Duty Operation personnel

Duty Emergency Coordinator (EC)

Duty Historian personnel

Duty Logistic personnel

Duty Health, Safety & Environment (HSE) personnel
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 activated 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 COMMAND CHIEF
(Production Manager)

DEPUTY EMERGENCY COMMAND CHIEF
(AREA MANAGER WE/BE)

SUPPORT TEAM
EHSSQ TEAM

SHIFT A
- COMMANDER 1 & 3 Q
- SHIFT SUPERVISOR BE 2&4 Q
- SHIFT SUPERVISOR WE

19 members

SHIFT B
- COMMANDER 1 & 3 Q
- SHIFT SUPERVISOR BE 2&4 Q
- SHIFT SUPERVISOR WE

19 members

SHIFT C
- COMMANDER 1 & 3 Q
- SHIFT SUPERVISOR BE 2&4 Q
- SHIFT SUPERVISOR WE

19 members

SHIFT D
- COMMANDER 1 & 3 Q
- SHIFT SUPERVISOR BE 2&4 Q
- SHIFT SUPERVISOR WE

19 members
EMERGENCY RESPONSE CREW & ROLES

**PROCESS CONTROLLER**
Responsibilities
- Communicator
- Internal/External

**EMERGENCY COMMANDER**
To manage the overall emergency

**FIRST AIDER (2)**
Responsibilities
Care for the injured

**FIRE PUMP OPERATOR (BOILER TECHNICIAN)**
Responsibilities:
- To ensure pumps are working
- Ensure fuel is available

**SECURITY**
Responsibilities
- Mgt. of Entry/Exit
- Ambulance driver

**GAS LINE OPERATOR (RELIEF TECH)**
Responsibilities:
To shut the appropriate gas valves

**SHIFT CHARGEMAN**
Responsibilities:
To shut down the electrical supply if required

**TEAM LEADER**
Responsibilities
- To assess the emergency situation
- Give direction to the team

**FIRE FIGHTERS (5)**
Responsibilities
To assemble the emergency equipment and act to bring the situation to control

**RESURER (3)**
Responsibilities:
To rescue injured person from the disaster area eg confine space

**DIVISIONAL VALVE OPERATORS (2)**
Responsibilities:
To check all the divisional valves are in open position
INCIDENT MANAGEMENT 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

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Table of Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. INTRODUCTION</td>
<td>4</td>
</tr>
<tr>
<td>2. EMERGENCY RESPONSE POLICY</td>
<td>5</td>
</tr>
<tr>
<td>3. EMERGENCY COORDINATION MECHANISM</td>
<td>6</td>
</tr>
<tr>
<td>4. TYPES OF EMERGENCY</td>
<td>7</td>
</tr>
<tr>
<td>5. EMERGENCY COORDINATION</td>
<td>8</td>
</tr>
<tr>
<td>6. EMERGENCY COORDINATION TEAM (ECT)</td>
<td>9</td>
</tr>
<tr>
<td>7. ROLES AND RESPONSIBILITIES OF THE ECT</td>
<td>11</td>
</tr>
<tr>
<td>7.1 Emergency Coordinator (EC)</td>
<td>11</td>
</tr>
<tr>
<td>7.2 Operations Coordinator</td>
<td>13</td>
</tr>
<tr>
<td>7.3 Logistics Coordinator</td>
<td>15</td>
</tr>
<tr>
<td>7.4 Security Coordinator</td>
<td>16</td>
</tr>
<tr>
<td>7.5 Public Affairs Coordinator</td>
<td>18</td>
</tr>
<tr>
<td>7.6 Health Safety and Environment (HSE) Coordinator</td>
<td>19</td>
</tr>
<tr>
<td>7.7 Historian</td>
<td>21</td>
</tr>
<tr>
<td>7.8 Specialist Advisory Team (Flying Squad)</td>
<td>22</td>
</tr>
<tr>
<td>8. APPOINTMENT OF ECT MEMBERS</td>
<td>25</td>
</tr>
<tr>
<td>9. LINE OF CONTACT</td>
<td>25</td>
</tr>
<tr>
<td>10. ECT DUTY</td>
<td>25</td>
</tr>
<tr>
<td>11. ECT DUTY CHANGEOVER</td>
<td>25</td>
</tr>
<tr>
<td>12. DUTY CHANGEOVER PROCEDURES</td>
<td>26</td>
</tr>
<tr>
<td>13. RESPONSIBILITIES OF THE ECC ADMINISTRATOR</td>
<td>26</td>
</tr>
<tr>
<td>14. EMERGENCY NOTIFICATION TO THE CSPC EMERGENCY CONTROL CENTRE</td>
<td>27</td>
</tr>
<tr>
<td>15. ACTIONS BY EC UPON EMERGENCY NOTIFICATION</td>
<td>28</td>
</tr>
<tr>
<td>16. ‘FIRST MAN IN’ PROCEDURE IN THE ECC</td>
<td>29</td>
</tr>
<tr>
<td>17. GUIDELINES FOR DUTY EC UPON THE ACTIVATION OF THE ECT</td>
<td>30</td>
</tr>
<tr>
<td>18. EMERGENCY COORDINATION CENTRE (ECC)</td>
<td>31</td>
</tr>
<tr>
<td>Appendix: 01 ECC Equipment / Materials Checklist</td>
<td>32</td>
</tr>
<tr>
<td>Appendix: 02 EMERGENCY LOG SHEET</td>
<td>33</td>
</tr>
<tr>
<td>Appendix: 03 ECT Paging Format</td>
<td>34</td>
</tr>
<tr>
<td>Appendix: 04 Emergency Confirmation Form</td>
<td>35</td>
</tr>
<tr>
<td>Appendix: 05 Emergency Call Report Form</td>
<td>36</td>
</tr>
<tr>
<td>Appendix: 06 Abbreviations</td>
<td>37</td>
</tr>
</tbody>
</table>
CALL-OUT & COMMUNICATION PROTOCOL IN EMERGENCY SITUATION
CONTACTS PROTOCOL

Duty 
Emergency Response Team (ERT)

Call-out

Duty 
Emergency Coordinator (EC)

Decide?

Inform

A Company published telephone contact (toll-free no / 24-7 manned)

Company Personnel

Clients

Distributors

Contractors
### TELEPHONE RECORD

To be filled by the CSPC Emergency Control Centre personnel who received the emergency notification.

<table>
<thead>
<tr>
<th>Caller name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Caller phone number</td>
<td></td>
</tr>
<tr>
<td>Time received call</td>
<td></td>
</tr>
<tr>
<td>Specific location</td>
<td></td>
</tr>
<tr>
<td>Type of emergency</td>
<td>Oil Spill/ Fire/ Explosion/ Bomb Thread / Flood / Earthquake / Robbery/ Medical case</td>
</tr>
<tr>
<td>Details of emergency</td>
<td></td>
</tr>
<tr>
<td>Name of Duty EC informed:</td>
<td></td>
</tr>
<tr>
<td>Time contacted EC:</td>
<td></td>
</tr>
<tr>
<td>Remarks</td>
<td></td>
</tr>
<tr>
<td>Name of Security Personnel who received call</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td></td>
</tr>
<tr>
<td>Name and signature of CSPC Emergency Control Centre staff on duty</td>
<td></td>
</tr>
</tbody>
</table>

---

**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*

---

**For Duty Emergency Coordinator Team Leader (EC)**

Complete this form and send to ECC Administrator

The emergency was reported to me on ....................... at ...................am/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

<table>
<thead>
<tr>
<th>The duty EC is to contact Emergency Site and ask the following:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date-of-Report:</td>
</tr>
<tr>
<td>Name of Person Giving Report:</td>
</tr>
<tr>
<td>Name of Person Taking Report:</td>
</tr>
<tr>
<td>Date of Incident:</td>
</tr>
<tr>
<td>Location of Incident:</td>
</tr>
<tr>
<td>Description of Incident:</td>
</tr>
<tr>
<td>Incident Contained OR Escalating:</td>
</tr>
<tr>
<td>Current actions taken at Incident Site:</td>
</tr>
<tr>
<td>Next Course of Action at Incident Site:</td>
</tr>
<tr>
<td>Assistance Required:</td>
</tr>
<tr>
<td>No of persons on-site:</td>
</tr>
<tr>
<td>Casualties Details:</td>
</tr>
<tr>
<td>Fatal: (Estimated OR Confirmed)</td>
</tr>
<tr>
<td>Environmental Impact:</td>
</tr>
<tr>
<td>Weather at Incident Site:</td>
</tr>
<tr>
<td>Forecast Weather in the Next 24 hours:</td>
</tr>
<tr>
<td>Organisations/Agencies Notified:</td>
</tr>
<tr>
<td>Media Interest:</td>
</tr>
<tr>
<td>Business Consequences (Production/Delivery Commitments):</td>
</tr>
</tbody>
</table>

### COMMUNICATION & FOCAL-POINT

<table>
<thead>
<tr>
<th>Site Tel No:</th>
<th>Name:</th>
<th>Appointment:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Mobile No:</td>
<td>Name:</td>
<td>Appointment:</td>
</tr>
<tr>
<td>Site Fax No:</td>
<td>Name:</td>
<td>Appointment:</td>
</tr>
</tbody>
</table>

### 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)
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

Crisis Management Team (CMT)

Incident Management Team (IMT)

Site Emergency Response Teams (SERT)

On-Scene Commander

First Line Crew (FLC)
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
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

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EMERGENCY RESPONSE
- PLANNING & TRAINING
EMERGENCY MANAGEMENT DOCUMENT HIERARCHY

Corporate Emergency Response Policy

Emergency Response Plans / Emergency Coordination Procedures

Site Emergency Response Procedures

Operations Procedures
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

1. Identify Hazard
   - Fire
   - Explosion
   - Spill
   - Collision

2. Assess Risk

3. Establish ER Objectives
   - Derailment
   - Epidemic
   - Electrocution
   - Flood
   - Severe Weather
   - Bomb Threat
   - Sabotage
   - Serious Crime
   - Structural Failure

4. Prepare Plans

5. Training

6. Exercise

7. Monitor & Evaluate Performance
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
INCIDENT COMMANDER TRAININGS

ER Drills