



Drop, Cover, and Hold On **Earthquake Drill Manual for Businesses**

Are You Ready to ShakeOut?

The central United States is earthquake country. A large earthquake could become an unprecedented catastrophe, affecting multiple states and have a devastating impact on the national transportation system, electric power grid, and economy. With earthquakes as an inevitable part of our future, businesses of all sizes *must* make plans and take actions to reduce the consequences of these disasters. What we do now will determine what our lives will be like afterwards. With this in mind, the Central United States Earthquake Consortium and its Member States created the Great Central U.S. ShakeOut (www.shakeout.org/centralus), an earthquake drill and preparedness activity which allows everyone to participate.

The principles practiced in the ShakeOut can be applied to many other hazards. Businesses also need to be prepared for fire, flood, hazardous materials release, and pandemics. In particular, businesses of all sizes can use the drill to get their employees, customers, and vendors/suppliers involved and prepared for a big earthquake. Furthermore, the level of employee personal and family preparedness will be key them being able to return to work after a disaster.

The following drill guidelines are designed for businesses of all sizes and each drill uses the general earthquake response of *Drop, Cover, and Hold On* (www.dropcoverholdon.org) as its foundation. To be flexible, the drill guidelines provide four options for drill designs ranging from very simple (Level 1) to advanced (Level 4), each with steps to be taken before, during, and after the drill. Your business can customize and build a drill that suits your specific needs.

Drill Levels for Businesses

Level 1 – Simple: *Drop, Cover, and Hold On* Drill..... Page 2

This drill uses simple steps to show participants how to perform *Drop, Cover, and Hold On* -a quake-safe action designed to protect people from falling furniture and objects that may become projectiles during ground shaking.

Level 2 – Basic: Life Safety Drill..... Page 4

This life safety drill is designed to help participants think through their emergency response actions during the drill, then afterwards to review and discuss what worked and what did not, and then make appropriate improvements before the next drill or actual earthquake.

Level 3 – Intermediate: Decision-Making Table Top Drill Page 7

This decision-making drill is designed to have key staff and leaders think through more complex issues related to business operations in the immediate aftermath of an earthquake, then afterwards to review and discuss what worked or what did not, and then make appropriate improvements in response procedures before the next drill or actual earthquake.

Level 4 – Advanced: Business Operations Simulation Drill Page 11

This operations drill focuses on crisis action team personnel who are trained and have emergency response and/or recovery duties in your business disaster plan (Business Continuity Plan). The drill incorporates simulated incidents, decision-making, response, and life safety aspects, followed by a review of what worked and what did not, and then make appropriate improvements in response procedures before the next earthquake or drill.

Level 1 – Simple: Drop, Cover, and Hold On Drill

This drill first explains how to perform *Drop, Cover, and Hold On* – a quake-safe action designed to protect people from falling furniture and objects that can become projectiles during ground shaking – then has them *Drop, Cover, and Hold On* during a simulated earthquake.

BEFORE the Drill

1. If you will participate in the Great Central U.S. ShakeOut, please register your Business as an official participant at www.shakeout.org/centralus. *(Registrants may receive e-mail updates and notification when additional information is added to the web site.)*
2. Let participants know:
 - ☐ The date and time of your drill.
 - ☐ How to correctly perform *Drop, Cover, and Hold On*, wherever they are (www.dropcoverholdon.org), which includes taking cover beneath a sturdy table or desk, or dropping to the floor near an interior wall and covering your head with your hands and arms. Develop special procedures for unique locations such as warehouses or offices with glass walls.
 - ☐ Your expectations for their participation (i.e. *Drop/Cover/Hold On*, gather at a central location for a head count, post-drill discussions).
3. Encourage employees, customers, etc., to invite friends, families, and neighbors to register as individuals or organizations at www.shakeout.org/centralus so they can participate and receive information directly on how to be safe during an earthquake.
4. (Optional) Download realistic sound effects and safety information to play for participants during your drill from <http://www.shakeout.org/centralus/resources>. *(Download and test before the drill. Don't try to play them from the web site during the drill.)*

DURING the Drill

1. Via the public address (PA) system, e-mail, cell phone/text message, or verbally (in a real earthquake your signal will be the beginning of shaking itself):
 - ☐ Announce that the earthquake drill has begun and to *Drop, Cover, and Hold On*.
 - ☐ (Optional) Play the downloaded sound effects recording (<http://www.shakeout.org/centralus/resources>) on your PA or on a computer in each office.
 - ☐ Suggest that while down on the floor, employees look around at what could be falling on them in an earthquake. These items should be secured or moved after the drill.
2. If not using the optional downloaded sound effects, after at least one minute announce that the shaking is over and that participants can stand up again. Thank them for participating.
3. Encourage participants to discuss their drill experiences and observations and how they could better prepare.

AFTER the Drill

1. Ask for feedback on how the drill went.
2. Schedule the next drill for one year later (or sooner if employees need to practice or procedures change).

Level 1 – Simple: Drop, Cover, and Hold On Drill (cont'd)

3. Share photos and stories at www.shakeout.org/centralus. (A link will be available on this web site for uploading these following the ShakeOut.)
4. Review “7 Steps to an Earthquake Resilient Business” for additional ideas, available at www.earthquakecountry.org/roots.
5. Encourage participants to prepare at home using the 7 Steps to Earthquake Safety from “Putting Down Roots in Earthquake Country” http://www.earthquakecountry.info/roots/seven_steps.html.
6. The more immediate the post-drill feedback, evaluation results, or brief out, the better it will be received. After several weeks or months, the drill will not be fresh on the minds of participants and they will lose interest.

Level 2 – Basic: Life Safety Drill

This drill focuses on immediate life safety and helps participants think through their emergency response actions during an earthquake. *It can be used whether or not your organization has developed a disaster plan (Business Continuity Plan).*

BEFORE the Drill

1. If you will participate in the Great Central U.S. ShakeOut, please register your Business as an official participant at www.shakeout.org/centralus. *(Registrants may receive e-mail updates and notification of additional information added to the web site.)*
2. Let your employees know whether registration will be at the corporate or departmental level or if separate office locations should register individually. *(Registrants may receive e-mail updates and notification of additional information added to the web site.)*
3. If your facility serves the general public, determine how or whether you will involve them in the drill.
4. Let your employees know:
 - ☐ The date and time of your drill.
 - ☐ How to correctly perform *Drop, Cover, and Hold On*, wherever they are (www.dropcoverholdon.org), which includes taking cover beneath a sturdy table or desk, or dropping to the floor near an interior wall and covering your head with your hands and arms. Develop special procedures for unique locations such as warehouses or offices with glass walls.
 - ☐ Your expectations for their participation (i.e., to *Drop, Cover, and Hold On*, then gather at a central location to account for occupants after the shaking stops, etc).
 - ☐ If away from the office - set a cell phone alarm for the time of the drill, and to encourage those they are with to participate as well.
 - ☐ If unable to *Drop, Cover, and Hold On* during the drill - pause at drill-time to consider what you would do if an earthquake were to strike at that moment.
 - ☐ Encourage employees, customers, etc., to invite friends, families, and neighbors to register as individuals or organizations at www.shakeout.org/centralus, so they can participate and receive information directly on how to be safe during an earthquake.
5. Steps or Questions to Consider:
 - ☐ How will you direct employees during and immediately following the shaking?
 - ☐ Safety must be the first priority, so carefully assess the environment inside and outside of your facility before deciding. Consider factors (your location, building type, damage impacts) that will influence your decisions after the earthquake (i.e., evacuating vs. staying put).
6. Write a brief description of the earthquake's impact, along with questions to consider during the drill. For ideas, review the ShakeOut Scenario at www.shakeout.org/centralus/scenario.
7. **(Optional)** Download realistic sound effects and safety information to play during your drill from <http://www.shakeout.org/centralus/resources>. *(Download and test before the drill. Don't try to play them from the web site during the drill.)*

Level 2 – Basic: Life Safety Drill (cont’d)

8. Distribute ShakeOut posters/flyers from <http://www.shakeout.org/centralus/resources> to encourage employees, contractors, etc., to participate.

9. Determine whether to add post-shaking building evacuation to the drill: Based on the age and type of your building and the environment inside/outside of building, etc., determine whether you would evacuate after an earthquake, or whether you would first *assess the building’s damage* before directing employees to either stay put or evacuate. Consider what new safety hazards might be caused by the earthquake from fallen or broken objects (both in the building and outside) or ground deformation. ***Automatic evacuation after an earthquake may not be a safe action.***

The Night BEFORE the Drill

Tape the brief description of the earthquake’s impact under desks and conference tables or provide employees sealed envelopes to open during the drill. (*You can use email, but it is more effective if they do not read this until during the drill.*)

DURING the Drill:

1. Via e-mail, cell phone/text message, public address (PA) system, or verbally (in a real earthquake your signal will be the beginning of shaking itself):
 - Announce that the earthquake drill has begun and to *Drop, Cover, and Hold On*.
 - **(Optional)** Play the downloaded sound effects (<http://www.shakeout.org/centralus/resources>) on your PA or on a computer in each office.
 - Suggest that while down on the floor, employees look around at what might fall on them during an earthquake. Secure or move items after the drill to prevent injury and damage.
2. If not using optional downloaded sound effects, then after at least one minute, announce that the shaking is over.
3. If your drill includes additional steps or activities such as evacuation to another location, initiate this part of your drill but consider new hazards from fallen or broken objects (both inside and outside the building) or ground deformation that might be caused by the earthquake. ***Automatic evacuation after an earthquake may not be a safe action.***
 - During a real earthquake aftershocks may occur. If an aftershock occurs while you are exiting, *Drop, Cover, and Hold On* until the shaking stops.
 - When the shaking has stopped (or when the all clear bell rings) IMMEDIATELY and before you exit your room take ten seconds to look around, make a mental note of damage and dangers, check to see if any one is injured. If immediate help can be given to those with injuries to stop serious bleeding, or put out a small fire, do so. Ask others to assist the lightly injured. Non-ambulatory injured should be reassured and wait for treatment where they are, unless it is more dangerous to remain.
4. Encourage employees to discuss their drill experiences, observations and how they could better prepare.

Level 2 – Basic: Life Safety Drill (cont'd)

AFTER the Drill

1. Hold staff meetings as soon as possible after the drill. Ask for feedback on how the drill went, how it could be improved, and how your business, department, or facility can be better prepared.
 - ❑ Discuss preparedness at work and home. (Employees' home/family preparedness will allow them to either stay at work, or return to work more rapidly, to support your organization's recovery).
 - ❑ Discuss employee disaster responsibilities and business resumption priorities.
 - ❑ Share the unfortunate reality that after a major earthquake, local emergency resources may not be available to respond for many reasons (response requirements overwhelmed local resources, roads/bridges damaged or impassable, responders not available due to injury, facilities/equipment damaged, etc.). With this in mind, how can the organization and each employee's preparedness be enhanced?
2. Follow up with an e-mail reminder about emergency protective actions in an earthquake (e.g. *Drop, Cover, and Hold On*) and encourage employees to practice these actions at home.
3. Share lessons learned from the drill and any real experiences with those people responsible for your company's disaster planning if they are not involved in the drill (so they can update the plan/procedures and employee training).
4. Review "*7 Steps to an Earthquake Resilient Business*" for additional ideas, available at www.earthquakecountry.org/roots.
5. Schedule your next drill for one year from now (or sooner if employees need more practice, or if the plan is changed/updated).
6. Share photos and stories at www.shakeout.org/centralus. (A link will be available on this web site for uploading these following the ShakeOut.)
7. Encourage employees to prepare at home using the *7 Steps to Earthquake Safety* from "*Putting Down Roots in Earthquake Country*" (see www.earthquakecountry.org).
8. The more immediate the post-drill feedback, evaluation results, or brief out, the better it will be received. After several weeks or months, the drill will not be fresh on the minds of participants and they will lose interest.

Level 3 – Intermediate: Decision-Making Drill

This drill includes all aspects of Level 2 and adds a “table top” exercise for decision-makers to consider how the earthquake would impact your organization. *It can be used whether or not you have a disaster plan (Business Continuity Plan).*

BEFORE the Drill

1. If you will participate in the Great Central U.S. ShakeOut, please register your Business as an official participant at www.shakeout.org/centralus. *(Registrants may receive e-mail updates and notification when additional information is added to the web site.)*
 - ☐ Let your employees know whether registration will be at the corporate or departmental level or if separate office locations should register individually.
2. Bring together a team of individuals to design the drill.
 - ☐ Determine or review your emergency procedures for an earthquake.
3. Determine the length of your drill and its objectives.
 - ☐ If you have a disaster plan, the objectives and resulting drill can test a specific part of your plan.
 - ☐ What would you like your drill to test?
4. Learn about potential earthquakes for your area and use your team to develop your own “business disaster scenario” with specific details of how you might expect the shaking to impact your business (i.e., the building, operations, production chain, employees, and customers). For ideas, review the ShakeOut Scenario at www.shakeout.org/centralus/scenario. Consider the following:
 - ☐ Would the power be out? Phone communications down? Loading dock severely damaged?
 - ☐ How will you direct employees during and immediately following the shaking?
 - ☐ Consider that certain factors (your location, building type, damage impacts) will influence your decisions regarding what to do immediately after the earthquake (i.e., evacuating vs. staying put) and in the longer term (how customers will get to you).
 - ☐ Identify who is authorized to make and communicate post-earthquake decisions.
 - ☐ If your business has “floor wardens” for fire evacuation, how will you use them during earthquakes, especially if you do not evacuate?
 - ☐ Make sure the impacts you determine for your “business disaster scenario” make it possible to support your drill objectives.
 - ☐ Note: If you “wipe-out” the whole community, you eliminate your reason to drill.
5. Invite your company’s executives and key decision-makers to participate in your drill. If you already have a plan, have them review it prior to the drill.
6. Let your employees know:
 - ☐ The date and time of your drill.
 - ☐ How to correctly perform *Drop, Cover, and Hold On*, wherever they are (www.dropcoverholdon.org), includes taking cover beneath a sturdy table or desk, or dropping to the floor near an interior wall

Level 3 – Intermediate: Decision-Making Drill (cont'd)

and covering your head with your hands and arms. Develop special procedures for unique locations such as warehouses or offices with glass walls.

- Your expectations for their participation (i.e., to *Drop, Cover, and Hold On*, and then after the shaking stops, to gather at a central location to account for occupants, etc.)
 - If away from the office - set a cell phone alarm for the time of the drill, and encourage those they are with to participate as well.
 - If unable to *Drop, Cover, and Hold On* during the drill - pause at drill-time to consider what you would do if an earthquake were to strike at that moment.
- If your drill is part of the Great Central U.S. ShakeOut, encourage employees, customers, etc. to invite friends, families, and neighbors to register as individuals or organizations at www.shakeout.org/centralus, so they can participate and receive information directly on how to be safe during an earthquake.

7. (**Optional**) Download realistic sound effects and safety information to play for participants during your drill from <http://www.shakeout.org/centralus/resources>. (*Download and test before the drill. Don't try to play them from the web site during the drill.*)

8. Determine whether to add post-shaking building evacuation to the drill: Based on the age and type of your building and the environment inside/outside of building, etc., determine whether you would evacuate after an earthquake, or whether you would first *assess the building's damage* before directing employees to either stay put or evacuate. Consider what new safety hazards outside of your facility might be caused by the shaking.

9. Develop a brief written description of the earthquake's impact, along with questions to consider during the drill. For ideas, review the ShakeOut Scenario at www.shakeout.org/centralus/scenario.

The Night BEFORE the Drill

Tape the brief description of the earthquake's impact under desks and conference tables or provide employees sealed envelopes to open during the drill. (*You can use email, but it is more effective if they do not read this until during the drill.*)

DURING the Drill:

1. Invite your company's decision-makers (executives and key managers) to assemble in a pre-determined room a few minutes before your drill and briefly review drill objectives. When the drill is announced, tell all participants in this group to also *Drop, Cover, and Hold On*.
2. Via your PA system, e-mail, cell phone/text reminder or verbally:
 - Announce that the earthquake drill has begun and to *Drop, Cover, and Hold On*.
 - (**Optional**) Play the downloaded sound effects (<http://www.shakeout.org/centralus/resources>) on your PA system or on a computer in each office.
 - Suggest that while down on the floor, employees look around at what might fall on them during an earthquake. Secure or move these items after the drill to prevent injury and damage.
3. If not using optional downloaded sound effects, then after at least one minute, announce that the shaking is over.

Level 3 – Intermediate: Decision-Making Drill (cont’d)

4. If your drill includes additional steps or activities such as evacuation to another location, initiate this part of your drill but consider new hazards that might be caused by the earthquake from fallen or broken objects (both in the building and outside) or ground deformation. ***Automatic evacuation after an earthquake may not be a safe action.***

5. In the room with the decision-makers:

- ☐ Brief your “business disaster scenario” with details of the earthquake impacts.

To make the potential impact more vivid, you can show a downloadable video of expected shaking (<http://www.shakeout.org/centralus/resources>). (Download and test before the drill. Don’t try to play a video from the web site during the drill.)

- ☐ Go around the table to discuss what your business can expect to happen and decisions that will be made based on the scenario.
- ☐ Try to have the discussion flow in chronological order of what would be the expected activities and priorities in the first minutes, hours, days, etc. following the details of the “business disaster scenario”
- ☐ However, if all issues are resolved quickly, move the scenario timeline forward days/weeks/months later and begin the discussion again to address new issues (aftershocks, recovery, rebuilding, etc.)

6. Document the chronology of the drill events, decisions, issues, and proposed solutions. Which policy decisions need to be made in advance? What changes in procedures are required?

AFTER the Drill

1. For the general employee population - hold staff meetings as soon as possible after the drill to discuss what happened, people’s experience during the drill, what they were thinking about, what caused concern, what worked well and what didn’t. Take this opportunity to also:
 - ☐ Discuss the importance of preparedness at work and at home. (Employees’ home/family preparedness will allow them to either stay at work, or return to work more rapidly, to support your company’s recovery.)
 - ☐ Review post-disaster employee responsibilities.
 - ☐ Update emergency contact lists and phone tree and communications outage procedures.
 - ☐ Discuss your safety and resumption of operations priorities.
 - ☐ Discuss company staff emergency responsibilities.
 - ☐ Share lessons learned from the drill or real experiences.
 - ☐ Listen attentively to staff suggestions.
 - ☐ Should you store food, water, or other post-earthquake needs?

Level 3 – Intermediate: Decision-Making Drill (cont'd)

2. At your management level:
 - ☐ Review staff and management emergency responsibilities.
 - ☐ Discuss phone tree procedures and ensure emergency contacts lists are kept up to date.
 - ☐ Review and recommend safety and operations resumption priorities for your disaster plan (Business Continuity Plan).
3. For the decision-makers in the room - decide whether you met your drill objectives. Discuss what happened regarding people's experience, areas of concern, and what worked well or didn't, and then document or collect written comments to officially end the drill.
4. Determine your next steps and assign people to those tasks to follow-up.
 - ☐ Assign a team to begin developing or enhancing your business disaster plan (Business Continuity Plan) based on experiences from this drill.
 - ☐ If you already have a plan, update it with lessons learned from the drill.
 - ☐ Discuss the importance of preparedness at work and at home encouraging participation.
 - ☐ Do you need earthquake magnitude "trigger points" for automatic response procedures since post-earthquake communications may be difficult or impossible?
5. Update your plan with lessons learned from the drill or any real experiences. Meet with those who are responsible for Business Continuity to discuss and make recommendations for plan updates and to include in employee training.
6. Review "*7 Steps to an Earthquake Resilient Business*" for additional ideas, available at www.earthquakecountry.org/roots
7. Schedule your next drill one year from now (sooner if employees need more practice, or if the plan is changed/updated).
8. Share photos and stories at www.shakeout.org/centralus. (*A link will be available on this web site for uploading these following the ShakeOut.*)
9. Encourage employees to prepare at home using the *7 Steps to Earthquake Safety* from "*Putting Down Roots in Earthquake Country*" (www.earthquakecountry.org).
10. The more immediate the post-drill feedback, evaluation results, or brief out, the better it will be received. After several weeks or months, the drill will not be fresh on the minds of participants and they will lose interest.

Level 4 – Advanced: Business Operations Drill

This drill includes all aspects of Level 2 and is an exercise for crisis management team personnel who have emergency response and/or business recovery duties in your business disaster plan (Business Continuity Plan). Where Level 3 is a “table-top” exercise for decision-makers to imagine potential consequences and solutions, this level involves simulated incidents to test your organization’s ability to respond and recover.

BEFORE the Drill

1. If you will participate in the Great Central U.S. ShakeOut, please register your Business as an official participant at www.shakeout.org/centralus. *(Registrants may receive e-mail updates and notification when additional information is added to the web site.)*
 - ☐ Let your employees know whether registration will be at the corporate or departmental level or if separate office locations should register individually.
2. Bring together a team of individuals from your business to design the drill.
3. Determine the length, scope and objectives of your drill.
 - ☐ For example, you could test a specific part of your organization’s emergency plan for an hour.
 - ☐ If your facility serves the general public, determine whether you will involve them in the drill, treating this similar to a fire alarm during hours of public operation. You can also hold your drill before or after public hours; however, this limits the employees’ opportunity to practice quake-safe actions.
4. Learn about potential earthquakes for your area and use your team to develop your own “business disaster scenario” with specific details of how you might expect the shaking to impact your business (i.e., the building, operations, production chain, employees, and customers). For ideas, review the ShakeOut Scenario at www.shakeout.org/centralus/scenario. Consider the following:
 - ☐ Would the power be out? Phone and/or internet communications down? Loading dock severely damaged?
 - ☐ How will you direct employees during and immediately following the shaking?
 - ☐ Consider that certain factors (your location, building type, damage impacts) will influence your decisions regarding what to do immediately after the earthquake (i.e., evacuating vs. staying put) and in the longer term (how to interface with customers).
 - ☐ Identify who is authorized to make and communicate post-earthquake decisions.
 - ☐ If your business has “floor wardens” for fire evacuation, how will you use them after an earthquake, especially if you do not evacuate?
 - ☐ Make sure the impacts you determine for your “business disaster scenario” make it possible to support your drill objectives.
 - ☐ Note: If you “wipe-out” the whole community, you eliminate your reason to drill.
5. Invite your key business decision-makers and leaders (Crisis Management Team) to your drill. Have them review your plan prior to the drill.
6. Select a facilitator to run the drill. Determine other staffing role requirements such as assigning personnel as evaluators to document drill activities in chronological order.

Level 4 – Advanced: Business Operations Drill (cont’d)

7. Conduct training for all drill participants (and their designated back-ups) who are assigned emergency positions so they are fully aware of their roles and responsibilities. All participants, back-ups, evaluators and decision-makers should be familiar with the disaster plan.

8. Create a timeline for your drill, such as:

- ☐ 10:15:00 a.m. – Earthquake starts, employees *Drop, Cover, and Hold On*.
- ☐ 10:15:20 a.m. – Lights go out and computers go down.
- ☐ 10:15:40 a.m. – Sprinklers in SE corner of first floor turn on.
- ☐ Etc.

9. Separately from the timeline, create a list of “injected events”. “Injects” are surprise events that could reasonably occur during the drill (e.g., aftershocks, specific problems related to your business, etc.). These events can be “injected” (provided) to the participants in the form of a note, a 3x5 card, a person acting out a role in the drill (i.e., heart attack or injury , etc.) periodically to get participants thinking of issues and solutions without overwhelming them.

10. **(Optional)** Download realistic sound effects to add realism and safety information to use during your drill from <http://www.shakeout.org/centralus/resources>. (*Download and test before the drill. Don’t try to play them from the web site during the drill.*)

11. Let your employees know:

- ☐ The date and time of your drill
- ☐ How to correctly perform *Drop, Cover, and Hold On*, wherever they are (www.dropcoverholdon.org), which includes taking cover beneath a sturdy table or desk, or dropping to the floor near an interior wall and covering your head with your hands and arms. Develop special procedures for unique locations such as warehouses or offices with glass walls.
- ☐ Your expectations for their participation (i.e., *Drop, Cover and Hold On*, gather at a designated location for a head count, play a role such as a “drill injured” that will need medical assistance, and/or having post-drill discussions, etc.).
- ☐ If your drill is part of the Great Central U.S. ShakeOut, encourage employees, customers, etc., to invite friends, families, and neighbors to register as individuals or organizations at www.shakeout.org/centralus so they can participate and receive information directly on how to be safe during an earthquake.

12. Determine whether to add post-shaking building evacuation to the drill: Based on the age and type of your building and the environment inside/outside of building, etc., determine whether you would evacuate after an earthquake, or whether you would first *assess the building’s damage* before directing employees to either stay put or evacuate. Consider what new safety hazards outside of your facility might be caused by the earthquake from fallen or broken objects (both in the building and outside) or ground deformation. ***Automatic evacuation after an earthquake may not be a safe action.***

13. Write a brief description of the earthquake’s impact on your business/facilities using your “business disaster scenario” along with some questions for employees to consider. For ideas, review the ShakeOut Scenario at www.shakeout.org/centralus/scenario.

Level 4 – Advanced: Business Operations Drill (cont'd)

The Night BEFORE the Drill

Tape the brief description of the earthquake's impact under desks and conference tables or provide employees sealed envelopes to open during the drill. (*You can use email, but it is more effective if they do not read this until during the drill.*)

DURING Drill

1. Via your PA system, e-mail, cell phone/text reminder or verbally:
 - ☐ Announce that the earthquake drill has begun and strong shaking could last one minute.
 - ☐ (**Optional**) Play the downloaded sound effects (<http://www.shakeout.org/centralus/resources>) on your PA system or on a computer in each office.
 - ☐ Tell everyone to *Drop, Cover, and Hold On*, then remove the earthquake info taped under their desk or open their envelope, as appropriate.
 - ☐ Suggest that while down on the floor, employees look around at what could be falling on them in an earthquake. (These items should be secured or moved after the drill).
2. If not using optional downloaded sound effects, announce that the shaking is over after at least one minute.
3. Announce the beginning of the Business Operations Drill and for employees to follow their response procedures.
4. Provide the timeline of events to all participating employees with instructions to undertake their emergency roles. However, do not let them skip ahead in time.
5. As the drill progresses distribute individual "inject events" to specific participants. Have drill evaluators observe and document how these surprise issues are handled.
6. When the drill duration time is met, announce that the Business Operations Drill is over.

AFTER the Drill

1. Assemble the facilitator and evaluators with their documentation to summarize activities, actions, decisions, and solutions from the drill.
 - ☐ Discuss whether you met your drill objectives and why.
 - ☐ Document lessons learned, best practices and necessary actions to improve your employee training, emergency procedures, and incorporate into the disaster plan (Business Continuity Plan).
2. Hold staff meetings/"hot wash"/brief outs as soon as possible after the drill so employees/staff can discuss and document what happened during the exercise, what decisions were made, what worked and what didn't, etc. Take this opportunity to:
 - ☐ Discuss preparedness at work and at home. (Employees' home/family preparedness will allow them to either stay at work (or return to work more rapidly) to support your company's recovery).
3. Next, assemble Business Operations Drill participants including your decision-makers and leaders:

Level 4 – Advanced: Business Operations Drill (cont'd)

- ☐ Depending on the size of your organization, may need to have emergency or departmental teams meet separately, followed by a leadership meeting with reps from each team.
 - ☐ Discuss and document what happened during the exercise, what decisions were made, what worked and what didn't, etc.
 - ☐ Listen attentively to staff suggestions.
 - ☐ Encourage sharing lessons learned from the drill or real experiences.
 - ☐ Review pre- and post-disaster employee responsibilities.
 - ☐ Discuss need to update emergency contact lists and any other critical documents in plan.
 - ☐ Discuss any changes to your safety and business resumption priorities.
 - ☐ Discuss possible changes to company staff emergency responsibilities.
 - ☐ Cover the importance of preparedness at work and at home, encouraging participation.
 - ☐ Document and accept all comments then thank all the participants to officially end the drill.
4. At your Business Continuity Planning management level:
- ☐ Review lessons learned and recommendations to be added to the plan.
 - ☐ Update staff and management emergency responsibilities.
 - ☐ Discuss process to keep critical documents up to date.
 - ☐ Determine or assign staff update your disaster plan (Business Continuity Plan) with lessons learned from the drill.
 - ☐ Review the updated Business Continuity Plan with recommended safety and operations resumption priorities and procedures.
5. Determine next steps and assign people to those tasks to follow-up.
- ☐ Schedule training as needed due to plan changes/updates.
 - ☐ Make sure future drills follow training so that employees can test the most current/new earthquake procedures.
6. Take the newly updated Business Continuity Plan and get executive sign-off (which is easier if they participated in the drill).
7. Schedule your next drill one year from now (or sooner if employees need more practice or if the plan is change/updated).
8. Share photos and stories at www.shakeout.org/centralus. *(A link will be available on this web site for uploading these following the ShakeOut.)*
9. Review “7 Steps to an Earthquake Resilient Business” for additional ideas, available at www.earthquakecountry.org/roots.

Level 4 – Advanced: Business Operations Drill (cont'd)

10. Share your Business Continuity Plan with vendors and suppliers and ask for their plans and inputs as well.
11. Highlight your disaster readiness with current and potential customers.
12. Encourage employees to prepare at home using the *7 Steps to Earthquake Safety* from “*Putting Down Roots in Earthquake Country*” (see www.earthquakecountry.org).
13. The more immediate the post-drill feedback, evaluation results, or brief out, the better it will be received. After several weeks or months, the drill will not be fresh on the minds of participants and they will lose interest.