



## AN EXERCISE EVOLVING INTO A REAL EMERGENCY MANAGEMENT

During one training session, the client suffered a real cyber-attack on their IT systems. The training was quickly postponed and the OSRL team were asked to assist with the emergency in the incident command post.

The exercise allowed different areas of the business to work together on an incident and familiarise themselves with how each other works, the process and the required lines of communication. It was very successful and resulted in the members of each team solidifying their knowledge and feeling significantly more confident in their emergency management roles and processes.

### BACKGROUND

Consolidation within Maersk Oil meant that the Company's emergency management and OSPR frameworks were no longer appropriate. Furthermore, staff changes had weakened competence and experience levels

Some of the Maersk Oil senior leadership had previously worked in the USA and in other major oil companies where pure Incident Command System (ICS) was used. The Maersk Oil Senior Leaders were clear they did not want pure ICS. They wished to instil a system that had scalability to cover the most credible situations faced by the business units, whilst avoiding the training burden of ICS. It was also important to conform to the latest Incident Management System good practice guide.

OSRL solved these issues by building Maersk Oil an Incident Management System that provides the organisation with a simple and efficient framework for managing any incident.



“This type of exercise is extremely useful to test our capability and processes. The training has been so successful that people from other departments outside the emergency management team are requesting to be part of the next training.”

Maersk Oil also asked OSRL to advise on a suitable way to implement the Incident Management System. Bespoke, scenario-based training from OSRL improved the confidence and competence of individuals both in the corporate centre and in the business units. This in turn provided a high level of assurance to Maersk Oil's senior leadership that the organisation was equipped to manage any emergency.



## BESPOKE, SCENARIO-BASED EMERGENCY MANAGEMENT TRAINING

The diagram illustrates the PEAR process flow and associated templates:

- PEAR Board**: A template with a 'KEY FACTS' section and a table with columns 'OBJECTIVES' and 'ISSUES'. The letters P, E, A, and R are listed vertically on the left.
- ACTION Board**: A template with a table with columns 'ACTION', 'MEAS', and 'STATUS'.
- WCS**: A template with a table with columns 'WORST CASE SCENARIOS', 'Impact', and 'Status'. The letters P, E, A, and R are listed vertically on the left.
- LOG OF EVENTS**: A template with a table for logging events, including a 'Date / Time' column and an 'Event NARRATIVE' column. A note states: 'Key events from all stages captured on Log.'

**Process Flow:**

- CMT Leader briefs team
- Set Objectives
- Brainstorm Issues
- Develop Action Plan
- Review Worst Case Scenarios
- Work Action Items / Gather and Process Information (Feedback loop to Set Objectives and Develop Action Plan)

**Annotations:**

- 'WCS may generate actions' (from Review Worst Case Scenarios to ACTION Board)
- 'WCS may generate actions' (from Review Worst Case Scenarios to Set Objectives)
- 'Key events from all stages captured on Log.' (from LOG OF EVENTS to the main process flow)

The main objectives of the emergency management training course were to:

- Train the Emergency Support Team (EST) on the emergency management process, roles, responsibilities and communication lines;
- Identify gaps in Maersk Oil's supporting procedures that may be required during an incident;
- Improve emergency leadership skills of all team members;
- Build individual and group confidence in managing an emergency and
- Provide an opportunity to practice through realistic simulation exercises.

## INTEGRATED EXERCISE

Following the training an integrated simulation exercise designed by OSRL took place. This involved two levels of the business - corporate headquarters and business units - working together under the same process to manage an incident in real time.

The exercise allowed these different areas of the business to work together on an incident and familiarise themselves with how each other works, the process and the required lines of communication. It was very successful and resulted in the members of each team solidifying their knowledge and feeling significantly more confident in their emergency management roles and processes.

## CONCLUSION AND FURTHER SUPPORT

Maersk Oil received a comprehensive emergency management training program tailored to their specific requirements and had the opportunity to validate the training and framework put in place. A key benefit was the improved confidence and competence of individuals both in the corporate centre and in the business units. This in turn provided a high level of assurance to Maersk Oil's senior

Each course included 5 hours of scenario based exercises to provide an opportunity to practice and consolidate the participants' skills. The OSRL Team built multiple, hyper realistic scenarios to run in near real time. These required extensive research and cooperation from Maersk Oil and other stakeholders to ensure the injects were as accurate as possible. The OSRL training team was specifically picked to include expertise in emergency management, leadership skills and training development and delivery. Multiple teams across Maersk Oil's corporate headquarters and business units were included in the training.

## MAERSK CYBER ATTACK

During one training session, AP Moller-Maersk and its businesses, including Maersk Oil suffered a cyber-attack on their IT systems. The training was quickly postponed and the OSRL team were

**"I've done hundreds of emergency management scenarios and responded for real many times. The simulations OSRL developed and ran are some of the very best I've ever seen – every detail was absolutely right – you got the realism spot on."**  
- A member of Maersk Oil HSE

asked to assist with the emergency in the incident command post. The team then spent the next three days, providing advice to the Command and Operations teams, coaching the organisation in the emergency management process, updating incident objectives and helping to implement actions.



leadership that the organisation is equipped to manage any emergency. This was certainly demonstrated during the Maersk cyber-attack.

OSRL continues to support Maersk Oil (now Total) in several various aspects of emergency preparedness, such as a reviewing Emergency and Incident

Management Plans, Oil Spill Contingency Plans and development of a new Tier 1/2 oil spill equipment capability.

### Need Assistance?

Contact us at [preparedness@oilspillresponse.com](mailto:preparedness@oilspillresponse.com) for a non-obligatory discussion of your requirements.

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