

DANGER! DANGER!

DAM DISASTER

Time: 45-minutes

Planning Exercise (PLANEX)

Improving teamwork, communication, leadership, strategic thinking and decision making.



MISSION BRIEFING

You are the head construction worker in the town of West Ficshire, and have held this prestigious position for the last 15 years. West Ficshire is currently home to the world's largest and most expensively built dam, which the town depends strongly on for electricity and power. Due to the surplus of electricity from the dam, the town began sharing its electricity and power for free with the smaller nearby towns. Many of the nearby towns are quite thankful for the generosity and send thank you cards to the local officials.

Over the past two years, you have become increasingly concerned about the state of the dam, which has been showing signs of serious stress. You brought these concerns to Mayor Daniel, but he does not seem to care, stating that the dam is indestructible. When you continued to argue, even providing evidence, Mayor Daniel had you thrown out by his security force. At one point, Mayor Daniel has even threatened to ban you from accessing the dam preventing you from doing further inspections. Due to your growing concerns, you have taken it upon yourself to reach out to the Division of Safety of Dams, and are awaiting their response regarding the situation.

Today, as you sit at your desk eating your brunch, there is a terrible rumbling. The ground begins to shake, and the earth moves beneath your feet. Equipment is thrown across the room, and you fall violently to the ground. Dashing to escape with your colleagues, you come out to see that the dam has burst. Water is beginning to rush towards the backup reservoir located 5 miles away at an incredible speed.

Shortly after this event, you receive a phone call from Mayor Daniel, blaming you for the incident. This year's town elections are less than 1 month away so Mayor Daniel does not want to accept the blame for the faulty dam or the damages it caused. He claims that you didn't build a strong enough dam, and that this is all your fault! He tells you that not only do you need to fix the dam, but the local school has also been damaged in the earthquake. The school has 175 students



enrolled. The local school marching band was at a competition this week, and the band students are safely located at their rival school in East Ficshire over 100 miles away. The band is using 4 school buses that can each carry 20 students and their instruments from the competition and will not be back in town until this evening at 5:30pm. There are 100 students trapped in the school building, who must be rescued and returned safely to the village church for collection, by 2:15 pm this afternoon. There are 2 school buses on the premises – each can carry 25 students at a time. The school buses can drive at 50 miles per hour.

It will take 5 minutes to load and unload each bus full of students.

If you do not fix the dam in time, the reservoir will overflow, causing devastating damage and injury to the people of West Ficshire as well as the surrounding towns to lose power.

To fix the dam, you will need to transport logs from the nearby lumber yard. The reservoir will only hold for another three hours. Your equipment is as follows:

- 1 excavator. This will need to be driven to the school, where it will be used to remove rubble blocking the entrance. The excavator can only be operated by a person with an A* Certificate in Excavator and Lift Operational Management. The excavator can be towed to a site at 50 mph. It will take 1 hour to remove the rubble from the school entrance.
- 5 wheelbarrows. These will be transported in the back of your vehicle.
- A first aid kit. This can only be utilized by a person with three years of full medical training. The first aid kit will need to be brought to the school. Only one person can utilize this.
- Scuba diving gear. This will need to be used to fix the dam. A person will need to dive into the water, securing a loose pipe



at the bottom of the structure. The scuba diving gear can only be operated by a Grade 4 Qualified Diver with 6 years of Aqua Marine expertise.

- 1 car, consisting of 4 seats.
- 1 tow cable.

There are six members of your team, including you. You must select the most suitable members of the team to take on each job. You must stay and help repair the dam. You must send three members to the school and select two others to stay behind and help fix the dam.

Your Team

Wayne. Wayne is a junior construction assistant and has been with the team for 4 months. Wayne specializes in excavator operations and has recently passed a Masters in Excavator Management degree. He has a A* Certificate in Excavator and Lift Operational Equipment Management. Wayne does not get along with Kevin – a problem which was exasperated when Wayne tried to make a pass at Kevin’s wife. Wayne does not have a regular driving license.

Mickey. Mickey is your second in command and is considered a highly experienced member of the team. Mickey specializes in rescue-based operations and has served in the special forces prior to his job as a construction worker. He has an A* Certificate in Excavator and Lift Operational Equipment Management. He is an assertive and reassuring figure. Mickey gets along with everyone in the team. Mickey’s ex-wife teaches at the local school. After a recent dispute, she has issued a restraining order against him. Mickey has previously worked in the medical industry, where he gained 6 years of medical training.

Peter. Peter is a ‘jack of all trades. He is happy to complete any task that you give him, except for making coffee, as he hates the smell. Peter is strongly religious and must take a half-an-hour break to pray,



at 1pm. Peter is an experienced diver, with 5 years of Aqua Marine experience.

Kevin. Kevin is a middle-aged construction worker. He is thought to be lazy, by the other members of the team, and often takes short breaks in the middle of the working day. Kevin dislikes Wayne intensely, and the two have come to blows in the past. Kevin is a strong swimmer. He spent 8 years in the Royal Marines, where he gained 6 years of diving experience, and achieved the status of Grade 4 qualified diver.

Aaron. Aaron has been with the team for several years now. He is a specialist driller, but is terrified of water, and refuses to be within 20 feet of the dam. He has attempted swimming lessons but made no progress since he refuses to get in the water due to his fear.

Aaron is qualified in first aid and has served as a volunteer at a local hospital in the past, where he gained 5 years of medical training.

The School

Cars going along the motorway B2300 Motorway must travel at a maximum speed of 20 mph, or 10 mph if they are towing other vehicles.

The entrance to the school has been barricaded by a layer of thick debris. This is not movable by hand.

The Dam

To repair the dam, you will need to transport logs from the nearby lumber yard. It takes 2 and a half minutes to get from the dam to the lumber yard, with a log of wood, and a further 2 and a half minutes to get back. Each log weighs 6 kg. You need to transport 100 logs to the dam, to stop the flow of water. Only three of you can remain at the dam, whilst the other three travel to the school.



In this scenario, you have two tasks:

Task 1

You must send three members to the school and select two other people to stay behind and help you fix the dam.

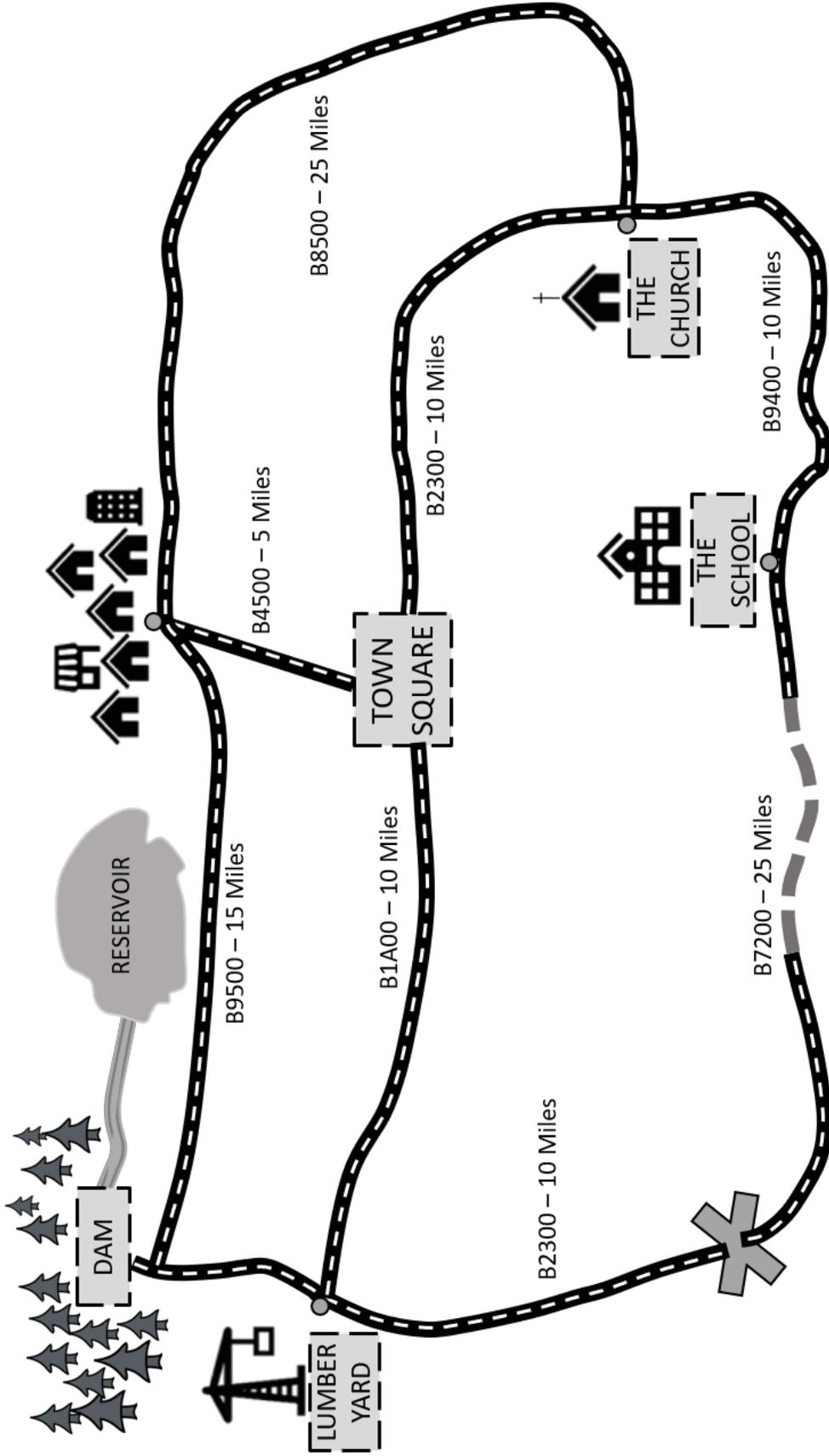
Task 2

You must fix the dam in the fastest possible time.

The current time is 9:45 am.

Map on following page.





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Think you have the right answer to this PLANEX? Please reach out to us for a no-obligation 10 minute debrief of this sample PLANEX.

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