Context – “as if you are…”

Crisis Management –
San Diego Chapter, ASSE
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ASSE
Crisis Management – Safety Professionals as Crisis Managers

“Leadership and the Board Room Need You”
Safety & Crisis Management?

• Interconnected
• Interdependent

• Why now? List is endless...
  • Globalization
  • Shifting threats
  • Tradition N-T-H-C are morphing
  • Social media

• Why you?
  • Multi-hat (practical)
    • HR, RM, Operations, Insurance, etc.
  • Who else has the skill sets?
  • Expand your universe and value (desired)
  • Regulatory understanding
Crisis Management – Safety Professionals as Crisis Managers

“...is any event that is, or is expected to lead to, an unstable and dangerous situation affecting an individual, group, community, or whole society.”

(Sounds like a lot of stuff safety pros do to me...)
Safety & Crisis Management?: who’s engaged in most of these operational dynamics?

• As part of a “Homeland security” type thought process
  • Transportation
  • Logistics
  • Ag and natural resources
  • Security
  • Energy
  • Emergency response
  • Public works interface
  • Communications
  • Managing training
Crisis Management

Is this a(n) ___________?

• Essential definitions
  • Emergency
  • Crisis
  • Disaster
- Bridges Emergency Response and Business Recovery
- **Focuses on Leadership, Decision Making and Communications**
  - Where are safety professionals along this time-line?
Strategic and Tactical - (Planning and doing…)

• **C-Level** should be interested because:
  • Responsibility
  • Commitment
  • Reputation
  • Fiscal
  • Fiduciary
  • Etc.

• **Crisis Management**
  • Strategic roles in Crisis Management
  • Tactical actions in Crisis Management
  • There is an ROI
Categories of Crises

- Natural
- Technological
- Human
- Contingent
CRISIS MANAGEMENT: LOOKING AT THE PROCESS VIA IT COMPONENTS – AND WHERE A SAFETY PRO FITS IN

Roles and Focus
Leadership, Decision-making, Communication
Crisis Management – Safety as a Critical Leader

• Who’s on the team? Who leads?
  • Remember, leadership (are safety professionals natural leaders?)
  • The “Iaccoca Analogy”

• Focus and roles

• Differentiating incident (crisis) management and crisis communications

• Strategic roles vs. tactical activities
# Crisis Management Team – Strengthening Your Position

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<th>Confidential - Work Product</th>
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<td><strong>Section</strong></td>
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Incident Commander

Representatives
Event Recognition – who better has the pulse of an organization?

• When to you activate a Crisis Management Function?
Event Recognition

• When to you activate a Crisis Management Function?
  • Training

• Does understanding the “function (vs. a ‘center’)” help clarify why safety professionals might be good at being crisis managers?

• Why is this an important question for a safety professional?
Event Recognition

• When to you activate a Crisis Management Function?

Examples:

• Training
• Pre-emptive
• Special event
• Actual response
  • On-site
  • Contingent
  • “Familial”
Crisis Management – Understanding what and ‘where’

- **Crisis** Characteristics – safety corollary to these questions? Knowing when to pull the trigger

  - Characteristics – their recognition, rather, emanate from a “robust threat assessment”
    - Obvious
    - Developing
    - Subtle
    - Event contingent
    - Strategic/developmental
    - Hidden
    - Nefarious
## Crisis Management

### Threat Table (1)

<table>
<thead>
<tr>
<th>Threat</th>
<th>Applicable</th>
<th>Probability X</th>
<th>Threat Factor (1)</th>
<th>X Impact</th>
<th># Relative Weight</th>
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<td>Bomb-related</td>
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### Notes:

1. Threat factor: The sum of the **Probability factor**, where 1=low, 2=medium and 3=high, and **Threat**, where speed of onset is, 0=slow and 1=fast; forewarning where, there is forewarning=0 and no forewarning=1 and; duration where 1=low, 2=medium and 3=long (add together speed of onset + forewarning + duration) and **Impact**, where 1=low, 2=medium and 3=high.

   Formula: Probability x Threat Factor x Impact = Relative Weight

2. Applicability: For the purposes of this review, all threats listed are obviously applicable. (Devlin, Wrobels, et al.)
CRISIS MANAGEMENT

Deployment and Structure: Leadership
Deployment and Structure

• Setting Objectives

“A crisis management team must be focused on objectively attacking an incident, safeguarding personnel, assets, financial resources and reputation. This is best accomplished by establishing objectives that assist in meeting a goal.”

*Who’s better at setting objectives than a safety professional?*
Deployment and Structure – Guiding the Objective Setting Process

Confidential - Work Product

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<td>Incident Response Objectives</td>
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Event: ______________________________________________________________________

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<thead>
<tr>
<th>Objective #</th>
<th>Support Needed</th>
<th>Rationale</th>
<th>Time Est.</th>
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CRISIS MANAGEMENT

Escalation and Activation
CRISIS MANAGEMENT

Escalation and Activation

-How do you know “things are escalating”?

-When do you activate your plans?

- Immediately Known
- Developing
- “Slow Burn”
- Possible
- Regulatory “Mandate” or driven

- Crisis by Analogy (safety pros ought to live here….)
Campaigns

- How long does a crisis last?
- Recognizing escalation
- Recognizing time to de-escalate

Can you help define when a situation is over or nearing an end?
CRISIS MANAGEMENT: DO SAFETY PROFESSIONALS HAVE A ROLE?

Crisis Communication: Internal and External Communication (s)
Communications

• Spokespersons
  • Who and when?
Communications

• The Plan
  • Essential elements
    • Spokespersons
    • Managing internal information
    • External media control
Communications — Some Considerations To Review

- Internal vs. external
- Spokespersons
- Internal communications – dynamics and methods
- External Media Control
- Media Center? Tools and communication options
- Constituent identification

Are you a spokesperson or an advisor?
Communications — Some Considerations To Review

- Constituent identification (who might you interact with?)
  - Employees
  - Families
  - Boards of Directors
  - Regulatory agencies
  - Financial markets
  - Shareholders
  - Customers
  - The community
  - Those that are end users
  - Suppliers
  - Others?
CRISIS MANAGEMENT: THE KEYS TO THE HOUSE GO THE MOST TRUSTWORTHY

Safety, Security and Length of Campaign: How Long do you lead?
CRISIS MANAGEMENT

Closing an “Issue”
Crisis Management – safety is good at these things, right?

- Validating capabilities
  - Internally
    - Part of the “make –up of the organization”
  - Working with local authorities
  - Regulatory considerations
  - Other
Crisis Management

• Exercises
  • Case Study
  • Table Top
  • Small Scale
  • Full Scale
  • Cooperative
  • Virtual

Strategic or Tactical? Your role?
Crisis Management

• Real and Virtual Threat Assessments
  • Either way, they must be on-going

• Put on your safety professional hat…

  ➔ Engineer away
  ➔ Substitute?
  ➔ Physical and administrative controls
Crisis Management: Safety Professionals Do Play a Critical Role!

• Wrap –up via some essential questions, answer Y/N:

  1. do you have a role?
  2. defined skill sets and capabilities?
  3. good at identifying issues that can harm your organization?
  4. should you engage?
  5. can you show value? Define a ROI
  6. part of your job functions that should be enhanced anyway?
  7. can being good or better at crisis management enhance your personal value to an organization?
  8. are you best-suited to using a crisis as a learning opportunity?

The more Y’s – the more you should be engaged or be in charge!

• Thank You Very Much!