**DISASTER AND CRISIS MANAGEMENT**

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**DISASTER AND CRISIS MANAGEMENT**

**I. Defining the Topic, Scope and Purpose of Disaster and Crisis Management**

A. Perspective

B. Basic terminology

1. Management - The process of planning, organizing, directing and controlling the efforts of organizational personnel and resources to achieve organizational goals.

2. Strategic planning - The process of articulating the purpose, mission and strategic goals of the enterprise and determining what and how action plans must be implemented to assure organizational success.

3. Enterprise management - The process of managing the business structures and operations of the enterprise from a general systems viewpoint while taking into account the organization’s purpose, mission, goals, structures culture, values and beliefs. This should include business crisis and continuity management.

4. Disaster - A mishap, accident or severely unfortunate event causing misery, distress, serious injury, great loss of life, damage and/or hardship.

5. Crisis- A major event or stage in a sequence of events that has potentially negative results and which presents an unstable condition with an imminent, abrupt change anticipated. Crises and their aftermaths may significantly threaten the society and/or business, challenge traditional behaviors and values and put tremendous pressure on decision-makers, other personnel and resources.

6. Emergency - A sudden, urgent, usually unexpected occurrence or occasion requiring immediate action; an unexpected event creating a need for help or relief and requiring an immediate response from community or organizational resources and procedures.

7. Hazard - A condition with the potential for damage or danger to the community, environment, property or people.

8. Risk - Exposure to the chance of injury or loss; the combination of the probability of the event occurring and the significance of the consequences of the event if it occurs.

9. Risk assessment - The quantitative determination of the likelihood and extent of harm that may occur as the result of a hazard.

10. Risk management - The process of intervening to reduce risk; the process of making public and private decisions regarding protective policies and actions that reduce the threat to life, property and the environment posed by hazards.

11. Crisis management - The management of efforts to control a crisis event consistent with the goals of the organization. Crisis management includes pre-event prevention and preparedness, event management, and post-event restoration and recovery.

12. Disaster relief – Providing assistance and support in the form of food, water, money and other help to alleviate, ease, or deliver people and other living creatures from pain, distress, anxiety. This aid is usually provided by municipal, state and/or federal agencies or entities.

13. Crisis communication - All communications, both internal and external, to and from organizational units prior to, during and after the crisis in order to support the crisis management function.

14. Business impact analysis - Analysis and estimation of the potential impact/consequences of identified risks on the business as a step toward protecting the business and/or mitigating (render less severe) the potential damage/impact.

15. Risk-based decision-making - Making strategic and tactical risk management decisions, including how to reduce risk, transfer risk, avoid risk and/or accept risk. This on-going process, which involves regular communication with stakeholders and continuous monitoring of all relevant environmental data, will influence and be influenced by organizational goals and resource allocations to achieve those goals.

16. Disaster and crisis planning - Process of developing plans, policies and procedures to manage disasters and crises, including the physical, psychological and business consequences of the impact.

17. Business recovery and continuity planning – Developing plans and actions to recover essential business systems, thus enabling a business to respond to a crisis event in a way that permits the business to resume normal (or near normal) operations following a crisis event. The overall process is designed “to prevent, mitigate, prepare for, respond to, resume, recover, restore and transition from a disruptive (crisis) event in a manner consistent with its strategic objectives.” (Shaw and Harrald, 2004)

C. Scope of disaster and crisis management - Overall

1. Anticipate what type of disaster or crisis could occur.

2. Assess the risk of possible crises in terms of probability of occurrence and potential negative impact.

3. Attempt to avoid or prevent the occurrence of the event.

4. Plan for or otherwise prepare to manage possible crises to mitigate their impact.

5. Recognize the signals/signs/warnings that a potential crisis is arising before the crisis occurs.

6. Respond to the crisis as an emergency when it occurs.

7. Contain the crisis once it occurs.

8. Resolve the crisis as soon as possible.

9. Recover from the crisis as soon as possible to resume normal operations.

10. Benefit from the crisis, at least in terms of individual and organizational learning.

D. Goals of today’s session

1. Provide general information on disaster and crisis management.

2. Convey the breadth and variety of potential types of crises.

3. Foster efforts to identify and assess possible risks.

4. Outline recommended steps to plan for and manage potential disasters and crises.

**II. Identifying Potential Crises**

 A. Types/Categories of crises

1. Economic

a. Decline in earnings/market share

b. Labor shortages (e.g., nurses) or labor unrest/strikes

c. Stock market fluctuations or crashes

d. Loss of a major client

e. Funds missing

f. Energy costs

2. Informational

a. Loss of confidential or proprietary information

b. Loss of customer information

c. Computer/information systems problems or failures

d. Reliance on inaccurate information

e. Computer virus/cyberattacks (see criminal hazards)

3. Physical

a. Loss of key equipment, materials or facilities

b. Major plant disruptions

c. Contamination

d. Building collapse

4. Human resources

a. Loss of key personnel

b. High unwanted turnover

c. Accidents

d. Vandalism

e. Violence

f. Law suits (e.g., employment discrimination claims, sexual harassment)

g. Downsizing/reduction in forces/layoffs

5. Reputation/Public relations

a. Slander

b. Gossip/rumors

c. Other damage to corporate reputation

d. Unflattering public commentary

e. Public reactions to other incidents

6. Criminal

a. Product tampering

b. Kidnapping/hostage taking

c. Burglary

d. Robbery

e. Workplace violence

f. Terrorism

g. Vandalism/Sabotage

h. Arson

i. Street gangs; drug gangs; juvenile delinquency

j. Product tampering

k. Bomb incident (threat, discovery, detonation)

l. Cyber attacks

m. Extortion

n. Blackmail

o. Sniper

p. Organized crime

7. Natural disasters

a. Hurricanes/typhoons

b. Tornados

c. Earthquakes

d. Tsunamis/tidal wave

e. Fire (building; wildfires)

f. Floods

g. Landslides

h. Volcano

i. Pandemics/epidemics

j. Asteroids/meteors/comets

k. Drought

l. Hailstorm

m. Solar flares

n. Heat wave

o. Freezing weather

p. Massive deposits of methane gas under earth’s surface (e.g., under the ocean floor) floating to the top and being released into the air)

q. Dam failure

r. Rail/truck/automobile accident

s. Pipeline accident

t. Sewer problem

u. Famine

v. Crop disease

w. Coastal erosion

8. Other

a. War (civil, regional, worldwide)

b. Riots

c. Effects of global warming (e.g., crop production,

temperature/weather changes, rise in sea level, changes in animal and plant life, general impact on ecological system)

d. Population growth

e. Nuclear accident

f. Health issues and healthcare (e.g., obesity, aids, availability, cost)

g. Oil spills (economic, environmental and public relations impacts)

h. Explosion, gas leak and impact on stakeholders

i. Other lawsuits (e.g., customer falling at business site)

j. Aircraft crash

k. Loss of power

l. Loss of telephone service during a crisis

m. Water damage

n. Smoke damage

o. Energy shortage

p. Mass (illegal) migration of people

q. Dead zones in waterways (e.g. Gulf of Mexico)

r. Depletion of Oil

B. What are the most likely disasters or crises your business could face?

**III. Prioritizing Your Most Likely Crises – One approach to risk assessment**

**CRITERIA TO EVALUATE AND PRIORITIZE POTENTIAL DISASTERS AND CRISES THAT MAY THREATEN YOUR BUSINESS OR COMMUNITY**

|  |  |
| --- | --- |
| Sample Ranking of the 27 Alternative Risk Levels  | **POTENTIAL NEGATIVE IMPACT** |
| Low | Medium | High |
| **Extent or Size of Impact (including number of people affected)** | Low | Medium | High | Low | Medium | High | Low | Medium | High |
| **Probability of Occurrence**  | Low | 27 | 26 | 25 | 22 | 19 | 18 | 16 | 15 | 13 |
| Medium | 24 | 23 | 20 | 12 | 11 | 10 | 9 | 8 | 7 |
| High | 21 | 17 | 14 | 6 | 5 | 4 | 3 | 2 | 1 |

**CRITERIA TO EVALUATE AND PRIORITIZE POTENTIAL DISASTERS AND CRISES THAT MAY THREATEN YOUR BUSINESS OR COMMUNITY**

|  |  |
| --- | --- |
| Your Ranking of the 27 Alternative Risk Levels  | **POTENTIAL NEGATIVE IMPACT** |
| Low | Medium | High |
| **Extent or Size of Impact (including number of people affected)** | Low | Medium | High | Low | Medium | High | Low | Medium | High |
| **Probability** **of****Occurrence** | Low |  |  |  |  |  |  |  |  |  |
| Medium |  |  |  |  |  |  |  |  |  |
| High |  |  |  |  |  |  |  |  |  |

**IV. Crisis Management Planning** (adapted from FEMA’s 1993 Emergency Management

 Guide for Business and Industry)

A. Establish a crisis management planning team

1. Form a planning team: A team effort is advisable to exploit a larger knowledge base, obtain commitment from a broader group of employees and/or stakeholders, promote the visibility and importance of the process and broaden the perspective regarding the systemic implications of the potential crises. Team members should represent all key groups, though group size should not be too large. If the stakeholder groups require more than 12 to 20 people, the organization should consider establishing an “Executive Crisis Management Team” that, in turn, allocates team members to act as representatives to unit-specific crisis planning/ management teams.

2. Establish authority of the crisis management team: The team must have and be perceived to have the necessary authority to develop the plan. Ideally, the team should include a high-ranking management representative to assure employee perception of the team’s authority.

3. Issue a mission statement: The CEO or President should issue a mission statement to convey the purpose and importance of the team and its work. The statement should define the purpose, indicate that it will involve and affect the entire organization and define the authority and structure of the planning team.

4. Establish a schedule and budget: A work schedule and planning deadlines should be established. While timeliness can be modified as priorities become more evident, the deadlines and budget considerations should take into consideration research, printing costs, seminars, consulting services and other expenses that may be involved during the planning process.

B. Analyze capabilities and hazards

1. Review current internal policies, documents and plans, including:

a. Evacuation and fire protection plans

b. Safety and health programs

c. Environmental policies

d. Security procedures

e. Insurance plans and programs

f. Plant closing policy

g. Employee manuals/handbooks

h Hazardous material plans and process safety assessment

i. Capital improvement plans/programs/priorities

j. Mutual aid agreements

2. Meet with outside groups: Meeting with outside groups such as governmental agencies, community organizations and utilities can serve to establish relationships, improve communications and leverage resources between all of these interdependent groups. Sources of information include:

a. Community emergency management office

b. Mayor or community administrator’s office

c. Local emergency planning committee.

d. Fire Department.

e. Police Department

f. Emergency medical services organizations

g. American Red Cross

h. National Weather Service

i. Public Works Department

j. Planning Commission

k. Telephone companies

l. Utilities (electricity and gas)

m. Neighboring businesses

3. Identify applicable Federal, State and local regulations such as:

a. Occupational safety and health regulations

b. Environmental regulations

c. Fire codes

d. Seismic safety codes

e. Transportation regulations

f. Zoning regulations

g. Corporate policies

4. Identify critical products, services, and operations to determine the impact of potential crises and to determine the need for backup systems. Areas to review include:

a. Company products and services and the facilities and equipment needed to produce them.

b. Products and services provided by suppliers, especially sole source vendors.

c. Lifeline services such as electrical power, water, sewer, gas, telecommunications and transportations.

d. Operations, equipment and personnel vital to the continued functioning of the facility.

5. Identify internal resources and capabilities, including:

a. Human resources (fire brigades, hazardous materials response team, emergency medical services, security, emergency management group, evacuation team, public information officer).

b. Equipment (fire protection and suppression equipment, communications equipment, first aid supplies, emergency supplies, warning systems, emergency power equipment, decontamination equipment).

c. Facilities (emergency operating center, media briefing area, shelter areas, first-aid stations, sanitation facilities).

d. Organizational capabilities (training, evacuation plan, employee support system).

e. Backup systems -- Arrangements with other facilities to provide for:

Payroll

Communications

Production

Customer services

Shipping and receiving

Information systems support

Emergency power

Recovery support

6. Identify external resources: While there are many external resources that can be called upon during a crisis, sometimes formal arrangements are needed in advance to establish one’s relationship with external entities and clarify coordination procedures. These external entities include the following:

a. Local emergency management office

b. Fire department

c. Hazardous materials response organization

d. Emergency medical services

e. Hospitals

f. Local and State police

g. Community service organizations

h. Utilities

i. Contractors

j. Suppliers of emergency equipment

k. Insurance carriers

7. Insurance review: Meet with insurance carriers to review policies.

 C. Conduct a vulnerability analysis

1. Assess the vulnerability of your facility in terms of each possible emergency/crisis.

2. List the possible emergencies/crises your business could face. These should include emergencies that might occur within your facility and those that could occur in your community.

3. In identifying possible emergencies/crises, consider historical records, geographic circumstances, technological failure possibilities, potential human error, physical condition of facilities (including design, construction, age, condition), and regulatory circumstances (what emergencies are you regulated or required to handle).

4. Estimate the probability or likelihood of each emergency’s occurrence.

5. Assess the potential human impact (death/injury) of each possible event.

6. Assess the potential property impact (cost to repair/replace property and the cost of temporary replacement facilities) for each possible event.

7. Assess the potential business impact of each possible event.

8. Assess the adequacy of internal and external resources to cope with each possible event.

D. Develop an emergency management plan to respond to the potential disasters/crises. The plan should include:

1. An executive summary providing an overview of the plan and policy, the authorities and responsibilities of key personnel, the types of emergencies that could occur, and the location of the operations center during the crisis.

2. Sections summarizing the core elements of the plan, including direction and control, communications, life safety, property safety, community outreach, recovery and restoration, and administration and logistics.

3. Clear emergency response procedures. The plan should detail specific actions to:

 a. assess the situation

 b. warn employees, customers, visitors and the community

c. protect employees, customers, visitors, equipment, vital records and other assets

d. communicate with personnel and community responders

e. conduct an evacuation and account for all persons in the facility

f. manage response activities

g. activate and operate an emergency operations center

h. shut down operations

i. protect vital records

j. restore operations

k. bring the business back to full operations

 4. Documents that may be needed to cope with an emergency include:

a. Emergency call lists of all persons on and off site who would be involved in responding to an emergency, their responsibilities and their 24-hour telephone numbers.

b. Building and site maps that indicate:

 1) Utility shutoffs

 2) Water hydrants, main valves and lines

 3) Gas main valves and lines

 4) Electric cutoffs and substations

 5) Storm drains

 6) Sewer lines

 7) Location of each building

 8) Floor plans

 9) Alarms

 10) Fire extinguishers and suppression systems

 11) Exits and stairways

 12) Designated escape routes

 13) Restricted areas

 14) Nature and location of hazardous materials

 15) Nature and location of high-value items

 c. Resource lists

1) Lists of major resources (e.g., equipment, supplies, services)

2) Mutual assistance agreements with other companies and government agencies

5. Details regarding the specific tasks to be performed, by whom and when.

6. Other issues that must be addressed include:

a. Developing a training schedule for the facility.

b. Meeting with community organizations and government agencies

to inform them of your organization’s plans and to discuss how

your activities will affect them.

c. Determining federal, state and local requirements for reporting emergencies, and incorporating them into your procedures.

d. Determining protocols for turning over emergency responses to outside agencies as appropriate.

e. Determining which gate or entrance will be used by those responding, where and to whom they must report, how they will be identified and what type of identification will be acceptable, how facility personnel will communicate with outside responders, who will be in charge.

f. Planning to accommodate people with disabilities and non-English speakers.

g. Communicating with other offices/divisions in your organization to leverage and coordinate emergency plans.

h. Conducting training and revising emergency plans as necessary based on the outcomes of the training experiences.

i. Distributing the plan to designated parties (CEO, senior managers, key members of the emergency response team, and placing copies of the plan at the Company Headquarters, and placing appropriate sections of the plan with emergency response agencies). Key personnel should also keep copies of the plan document at their homes. Each responsible party should be required to sign for the plan document, update it when revised and communicate all changes to other personnel. Placing the document on the company intranet is an excellent idea, though having hard copies in three-ring binders should assure access if computers are down and should make revisions easier.

E. Implement the emergency/disaster management plan.

1. Integrate the plan into the company operations

a. Emergency planning should become part of the corporate culture.

b. Look for opportunities to promote emergency awareness, educate/train personnel, test procedures, and involve multiple levels of personnel to assure that everyone is sensitized to the issues.

c. Note that incorporating emergency plan information in all

department procedures, performance evaluations, company

newsletters, safety posters, etc. will help to promote awareness and to integrate the plan into daily operations. Also, plans should be

reviewed, evaluated and updated at regular intervals.

 2. Conduct training

a. Everyone who works at or visits your facility should have some form of training. Consider the training and information needs for employees, contractors, visitors, and those with an emergency response role.

b. Determine who will be trained, who will do the training, what exactly will be done as a training activity, when and where the training will occur, and how the training will be evaluated.

c. Consider how to involve community responders in the training.

d. Review and critique all training sessions, involving employees and community responders in the process.

e. Training options can include:

1) Orientation and discussion sessions to provide information, answer questions, and identify concerns and needs.

2) Tabletop exercises to discuss their responsibilities and how they would react to the different emergency scenarios.

3) Walk-through drills in which the emergency management groups actually perform their emergency response activities.

4) Functional drills in which specific functions (e.g., emergency notifications, medical responses, communication procedures) are tested.

5) Evacuation drills in which personnel walk the evacuation route, noting potential hazards or other problems along the way.

6) Full-scale exercises involving a real-life emergency situation being simulated. This normally involves company employees/managers, emergency response personnel and community response organizations.

f. General training should address

 1) Individual roles and responsibilities

2) Information about threats, hazards and protective actions

3) Notification, warning and communication procedures

4) Means for locating family members in an emergency

5) Emergency response procedures

6) Evacuation, shelter and accountability procedures

7) Location and use of common emergency equipment

8) Emergency shutdown procedures

**V. Emergency Management Considerations**

A. Direction and control – The system for managing resources, analyzing information and making decisions during an emergency or crisis.

1. The emergency management team (EMT) is the group responsible for overseeing the management of the event and should have a designated director. Depending on the nature of the emergency, an incident manager may be needed to handle the technical aspects of the crisis.

2. The EMT members must have authority to

a. Determine short- and long-term effects of the emergency

b. Order the evacuation and/or shutdown of the facility

c. Interface with outside organizations

d. Issue press releases

3. Isolation of the incident scene must begin as soon as the emergency is discovered. Basic security measures include:

 a. Closing doors and windows

 b. Establishing temporary barriers if needed

c. Dropping containment materials (e.g., absorbent pads) if leaking material is a problem

d. Closing file cabinets or desk drawers

4. Outside responders may be involved in coping with the emergency. The EMT will also need to track organizations that are on site and how the crisis management is being coordinated.

B. Communications are essential to report emergencies, to warn personnel, to keep families and off-duty personnel informed about what is happening, to coordinate response actions, and to maintain contact with customers and suppliers. Consider the functions your facility might need to perform during a crisis and the communication systems needed to support them.

C. Life safety concerns protecting the health and safety of everyone in the facility. Clearly this is a first priority during an emergency. It involves:

1. Evacuation planning

2. Evacuation route and exits

3. Assembly areas and accountability

4. Shelter

5. Training and information

D. Property protection involves protecting facilities, equipment and vital records so operations can be restored once the emergency is resolved. Property protection will involve:

1. Protection systems (e.g., fire, lightening, water-level monitoring, overflow detection devices, automatic shutoffs, emergency power generation).

2. Looking for ways to mitigate the danger or damage (e.g., moving facilities, upgrading facilities, installing sprinklers and fire resistant materials, securing items that could fall or otherwise be hazardous, installing blinds/curtains to prevent broken glass from hurting employees, anchoring structure that could topple).

3. Specify procedure for shutting down the facility (criteria, authority, responsible parties, decisions regarding partial versus total shutdowns, criteria for reopening the facility).

E. Records preservation involves protecting vital records such as financial and insurance information, engineering plans and drawings, formulas and trade secrets, personnel files, and data bases of employees, customers, and suppliers.

1. Preserving vital records is essential for restoring business operations. Analyzing vital records involves:

a. Classifying operations into functional categories (e.g., finance, production, sales, administration).

b. Determining essential functions for keeping the business running.

c. Identifying the minimum information that must be readily. accessible to perform essential business functions.

d. Identifying the records that contain the essential information and where they are located.

e. Identifying the equipment and materials needed to access and use the needed information.

2. Establish procedures for protecting and accessing vital records (labeling records, backing up computer systems, storing tapes/disks, storing data off-site, increasing computer security, arranging for the evacuation of records, arranging for backup power, etc.).

F. Community outreach will influence your ability to protect personnel and property and how quickly you can return to normal operations.

1. Maintain a dialog with community leaders, first responders, governmental agencies, community organizations and utilities.

2. Establish mutual agreements with local response agencies and businesses, including defining the type of mutual assistance to be provided, identifying the chain of command for activating the agreements, and defining communication procedures.

3. Community service often is provided by business and industry when community-wide crises occur.

a. While it is impossible to predict the precise demands that may be placed on a company by a crisis, consideration should still be given to how the community’s needs might influence your company’s responsibilities.

b. You may want to consider ways in which community service can be rendered before the crisis occurs.

4. Public announcements/communications may be needed during the crisis, especially when the emergency extends beyond the company’s facility.

a. The community will want to know the nature of the incident, whether there is danger to public health or safety, what is being done to resolve the problem and what was done to prevent the situation from happening.

b. The company will need to identify the audiences that may be affected by the incident and determine their information needs. Potential audiences include:

 1) Neighbors, the public in general, and the media

 2) Employees, retirees, labor unions, contractors, suppliers

 3) Customers

 4) Emergency response organizations

 5) Regulatory agencies

 6) Local, state, and/or federal governmental officials

 7) Shareholders

 8) Special interest groups

5. Media relations are critical because the media are usually the most important link to the public during a crisis.

 a. Designate a trained spokesperson (and an alternate spokesperson)

b. Set up a media briefing area and provide press releases when possible

c. Establish procedures to assure that information is complete, adequate, accurate and approved for public release

d. Determine appropriate and meaningful ways to communicate technical information

e. Prepare background information about the facility for distribution to the media

f. Give all media equal access to information, observing media deadlines and providing escorts to media representatives as a courtesy.

g. Do not speculate about the incident, hide facts about the incident, mislead the media, or place blame for the incident.

h. Do not permit unauthorized personnel to release information to the media.

G. Business recovery is the ultimate goal in the aftermath of a crisis. We want to keep the business running and people employed.

 1. Planning considerations:

a. Consider making arrangements with vendors for post-crisis services such as records preservation, equipment repair, earthmoving, engineering, etc.

b. Meet with insurance representatives to discuss your property and business resumptions policies.

c. Determine and prioritize business operations and make plans to bring those systems back in a logical sequence. This may involve repairing/replacing equipment, relocating operations, and/or contracting operations on a temporary basis.

d. Take photographs and/or videotape your facility to document business assets, and update this record at regular intervals.

2. Continuity of management:

a. Recognize that all key personnel may not be available throughout the crisis. Maintain lines of succession for personnel.

b. Assure a clear chain of command and that recovery decisions can be made without delay.

c. Be prepared to move to alternative headquarters.

d. Consult your legal department regarding laws and bylaws governing continuity of management.

3. Insurance is critically important to businesses and people. Too often, however, we discover we are not properly covered only after we have had a loss. Discuss the following topics with your insurance advisor:

 a. How will my property be valued?

 b. Does my policy cover additional costs to upgrade to code?

c. How much insurance should I carry?

d. What perils or causes of loss does my policy cover (and what does it not cover)?

e. What are my deductibles?

f. What must I do in the event of a loss? (What does the policy require me to do?)

g. What type of records and documentation will my insurance company want to see?

h. To what extent am I covered for loss due to an interruption of power? Is coverage provided for both on-site and off-site loss of power?

i. Am I covered for loss of income due to business interruption? Do I have enough coverage? For how long is coverage provided? How long is the coverage if my business is closed by order of a government authority?

j. To what extent am I covered for reduced business is my customer base does not return to normal immediately after the incident?

k. How does my emergency/crisis management plan and program affect my insurance rates?

4. Employee support during and after a crisis is important to the employees for humanitarian reasons and to the business because it is the employees who will be critical in bringing the business through the crisis. Services of potential value to the employees include:

 a. Cash advances and/or salary continuation

 b. Flexible work hours and/or reduced work hours

 c. Crisis counseling

 d. Care packages

 e. Day care

5. Resuming operations as soon as possible after a crisis should be a high priority goal for the organization. The following actions should be considered:

a. Create a recovery team if appropriate, and establish priorities for resuming operations.

b. Continue to ensure the safety of personnel on the property and security at the incident site. Identify and assess remaining hazards.

c. Conduct employee briefings.

d. Keep detailed records. Consider audio recordings of all discussions and decisions. Take photographs or videotape damage to the facility and equipment.

e. Account for all damage-related costs. Establish job order records and charge codes for all crisis-related purchases and repair work.

f. Follow notification procedures, contacting employees’ families about the status of personnel on the property. Inform off-duty personnel about their work status. Notify insurance carriers and government agencies as appropriate.

g. Protect undamaged property. Physically secure the property. Close buildings requiring closure. Eliminate smoke, water and debris. Protect equipment and buildings against moisture. Restore power and sprinkler systems.

h. Conduct an investigation of the incident, coordinating actions with appropriate government agencies as needed.

i. Conduct salvage operations, separating or classifying damaged and undamaged property. Retain damaged property until an insurance adjuster has authorized disposal. Moving damaged materials and/or equipment is reasonable but take care that additional damage will not occur as a result of the move.

j. Make an inventory of damaged goods. If damaged goods are removed, obtain a signed inventory indicating the quantity and type of good removed.

k. Restore or replace equipment and property, involving the insurance adjuster and appropriate government agency representatives as necessary.

l. Assess the value of damaged property and the impact of business interruption.

m. Maintain contact with customers and suppliers.

 H. Administration and logistics of disaster and crisis management – A summary

 1. Administrative actions prior to a crisis include:

 a. Establishing a written emergency/crisis management plan.

 b. Maintaining training records.

c. Keeping a record of all written communications pertaining to crisis management.

d. Documenting emergency drills and exercises and their critiques.

e. Involving community emergency response organizations in planning activities.

 2. Administration actions during and after a crisis include:

 a. Maintaining telephone logs

 b. Keeping a detailed record of all events

 c. Maintaining records of injuries and follow-up actions

d. Accounting for all personnel coordinating communications with family members

 e. Issuing press releases

f. Maintaining sample records when sampling water, soil, etc. for testing

g. Managing finances and coordinating human resource services. Note that emergency funding can be critical immediately following an emergency or crisis incident.

h. Documenting incident investigations and recovery operations

3. Logistics before the crisis may include:

 a. Acquiring equipment and stockpiling supplies

 b. Designating and preparing emergency facilities

 c. Establishing training facilities and processes

 d. Establishing mutual aid agreements

 e. Preparing a resource inventory

 4. Logistics during a crisis may include:

 a. Providing utility and facility maps to emergency responders

b. Providing Material Safety Data Sheets to employees and emergency responders

c. Moving backup equipment into place

d. Repairing high priority property/equipment

e. Arranging for medical care, food, transportation and/or shelter

g. Providing backup power, adequate communications and backup communication capabilities

**VI. Learning from the experience and planning for the future**

A. Individual and organizational learning must occur as a result of the crisis!

B. Undertake various assessment and planning processes as soon as possible. This includes:

 1. Evaluate each aspect of your disaster and crisis plan implementation.

2. Review and redo your strategic plan in view of what may be a new/different community or world situation.

3. Review and redo your disaster and crisis plan, incorporating what you have learned from the crisis you recently experienced.

4. Review and revise your business and continuity plan.

**VII. What would you like to discuss?**

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