

# Connecting the Four Silos: Emergency Response at your Company

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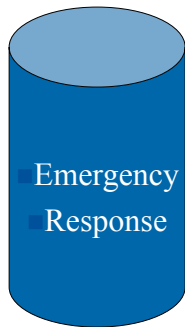
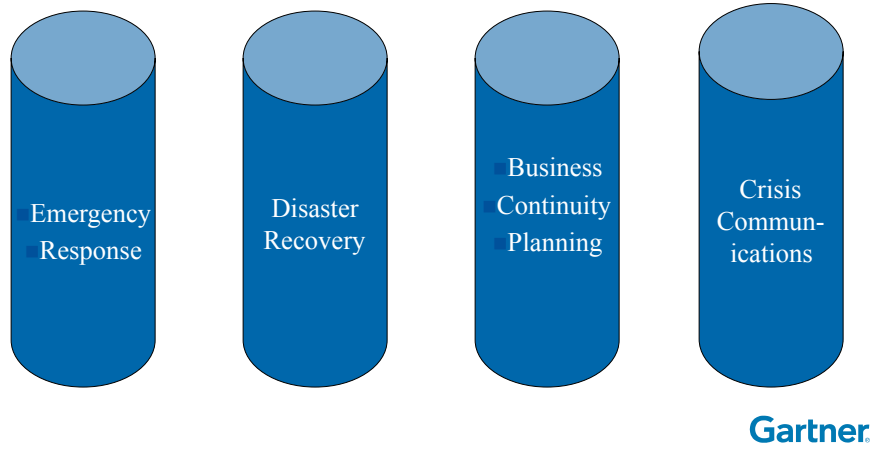
## Agenda

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- The Four Silos
  - What's in Each?
- The Solution
  - Incident Management

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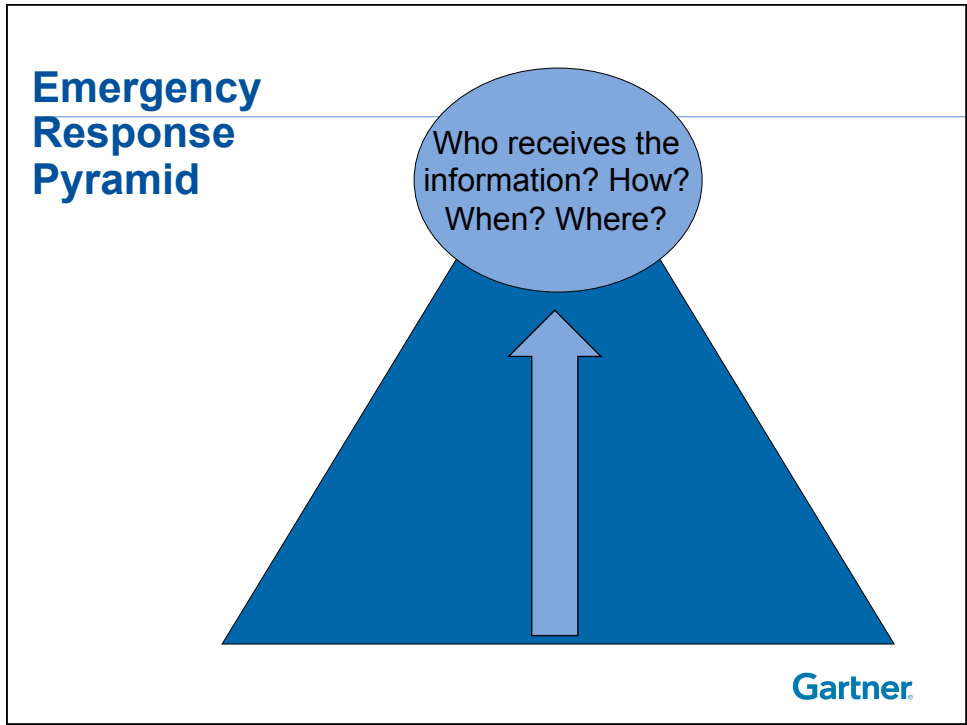
## The Four Silos



- Elements of a good emergency response program include:

- Basic emergency procedures for all staff.
- Employee training and/or materials.
- Basic first-aid supplies.
- Floor warden/emergency response teams (ERT).
- Written procedures for ERT.
- Training for ERT based on their role.
- Scheduled drills: Fire, earthquake, tornado, radio.
- More specialized disaster supplies.
- Company emergency responder team (Site Emergency Response Team).
- Detailed emergency procedures for all company responders, including building-specific information.
- Emergency exercises to test teams and procedures.

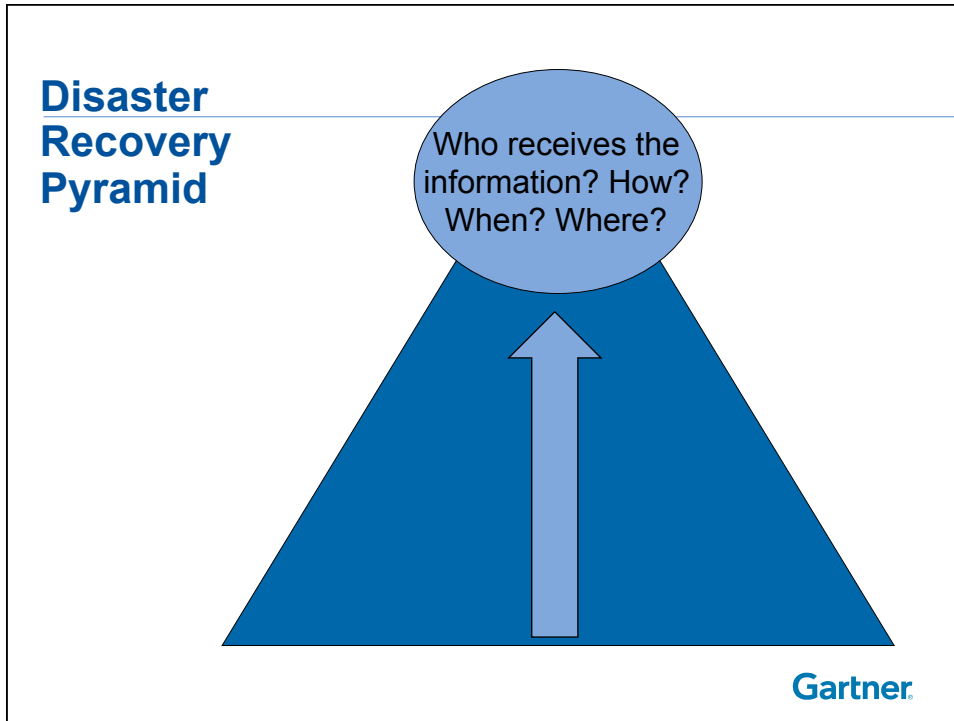
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Disaster Recovery

- Elements of a good disaster recovery program include:
  - Authority to declare a disaster.
  - Clearly identified priorities for recovery of applications and data.
  - Recovery tasks and procedures: infrastructure and data restoration and resynchronization of data.
  - Data back-ups, including updating from old tape methods to more "highly available" methods, and ensuring your back-ups are kept at an off-site storage area.
  - Pre-designated "hot site" to recover your data or a drop-ship arrangement for equipment.
  - Regular testing of equipment, procedures, and staff,
  - Up-to-date documentation on recovery of systems and applications, including procedures and equipment.
  - Telecommunications recovery strategies for all mission-critical numbers.

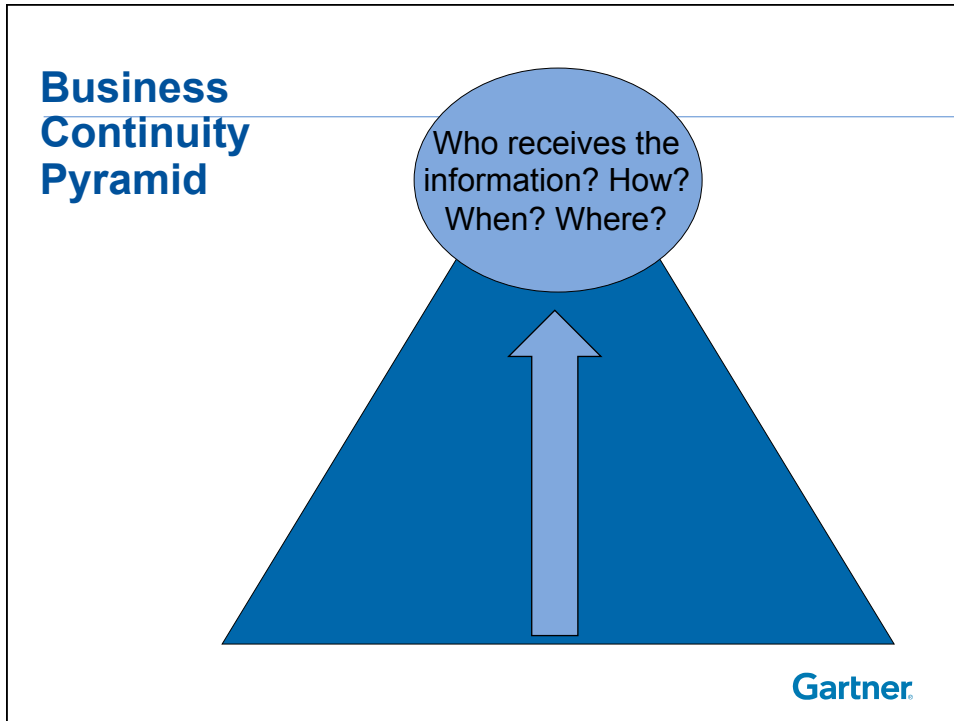
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### Business Continuity

- Elements of a good business continuity program (BCP) include:
  - Clearly identified mission-critical functions that are time-sensitive.
  - Individuals assigned to a BCP role in each mission-critical department.
  - Individual plans that support the timely recovery of those identified time-sensitive mission-critical functions. Plans should identify:
    - Staff.
    - Equipment.
    - Technology and data required.
    - Work area recovery strategy.
    - Employee communication.
    - Vendor communication.
    - Critical operating procedures for time-sensitive functions.
    - Regular exercises of the plan.

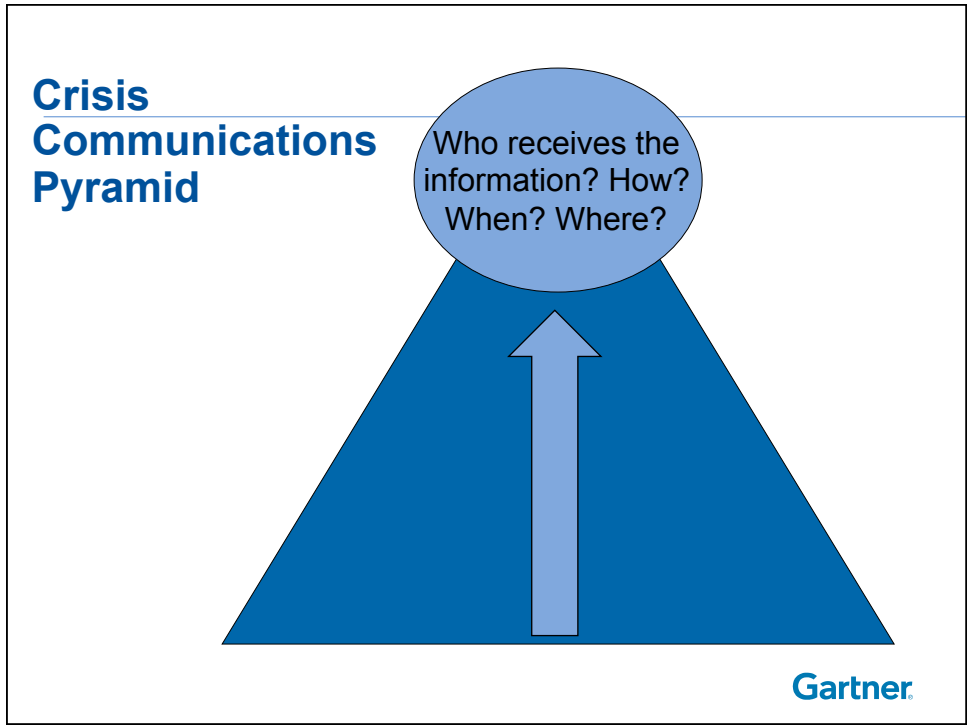
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**Crisis Communications**


- **What is Crisis Communications?**
  - These are communication strategies that reduce the likelihood of an internal business problem going public, or that minimize the reaction if disclosure of the crisis cannot be avoided.
- **Elements of a good Crisis Communications Program include:**
  - The crisis communication team members.
  - Positioning.
  - Designated spokespersons.
  - Media policies and procedures.
  - Identified key audiences.
  - Draft communications including media, employee, investors, and other key stakeholders.
  - Collateral materials.
  - Contact log.
  - Guidelines for speakers' presentations, and handling media interviews.
  - Social Media outlets and templates.

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### Do You See a Problem?

- Maybe it's ... coordination?
- Lack of coordination is a common problem with all of these silos and no organized centralized management.



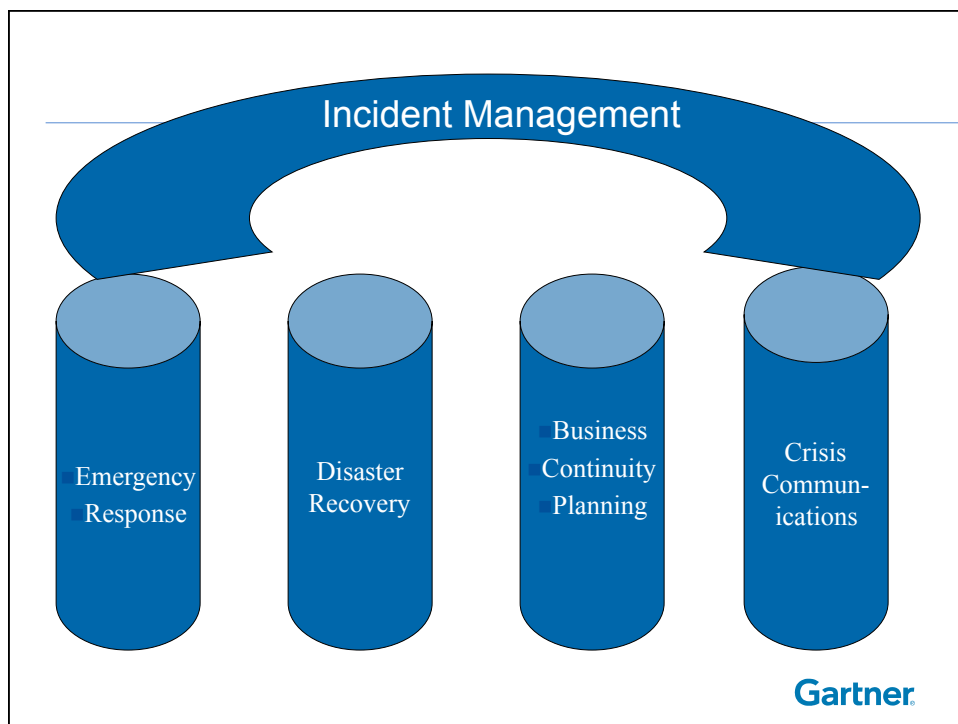
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## What's the Solution?

- A incident management program that brings all of the silos together.
- Three key aspects of an effective incident management program:
  1. The team must know their roles and responsibilities.
  2. There must be a clear incident assessment process, team, and escalation strategy.
  3. They must know how to develop an action plan.

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## Team Roles and Responsibilities

- Provide a clear process and structure for the Incident Management Team (IMT).
  - Develop role checklists.
  - Provide training and exercises.
  - Consider using the Incident Command System (ICS) as a template.
- All locations need an IMT, even small ones.

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## Initial assessment team (IAT) and process

- The Initial Assessment Team (IAT) has the authority to activate the plan.
- Members of the team:
  - Consider backbone assessment (Facilities, Security, IT, Telcom) first.
  - Then others, depending on risks and situation.
- Responsibilities include:
  - Conducting the initial assessment.
  - Assessing the situation status against the criteria for plan activation.
  - Determining escalation strategies.
- Need to determine in advance how team members will work together. (Conference bridge? In-person meetings?)
- Any of the members can activate the plan and the EOC.

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## Assessment Questions

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- The first discussion should be about the type of event and its likely impact to the company location or staff:
  - Is this a local event? (Examples: Limited power outage, fire.)
  - Is this a regional event? (Examples: Flooding, earthquake.)
  - Is this a national event? (Example: 9/11.)
  - Is this an international event spanning countries or regions? (Examples: Tsunami, flooding, typhoons.)

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## Assessment Questions

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- Life Safety/ People
  - Are lives in danger? Is there an impact on our people?
  - Is there a life safety issue?
- Facilities
  - Is a company facility at risk?
- Technology
  - Is there a disruption of technology services (e.g., telecom, network, data center)?
- Business – Financial
  - Does the event impact our customers? Has an ETOR (estimated time of recovery) been established?
  - Does the situation have a significant financial impact for the company?
- Company Reputation / Brand / Mission-Critical Activities
  - Does the event have a reputation impact for the company?
  - Does the situation have a significant impact for customers?

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## Activation Matrix

Stakeholder	Life Safety/People	Facility	Technology	Financial	Brand
Company					
City					
Region (e.g. EQ, flood)					
Nation (e.g. 9/11)					
International event (e.g. Tsunami)					

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## Assessment Process

- Determine the incident level:
  - 1, 2, or 3 (low, medium, high).
- Does the incident meet activation criteria?
  - If yes:
    - Activate the Emergency Operations Center.
    - Conduct an action planning meeting.
    - Determine the operational period.
  - If no:
    - Should the situation be monitored?
      - If yes, determine who on the IAT is in charge of monitoring, when the next briefing is, and where it will be.
      - If no, follow up using standard business practices.

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## Example of Emergency Levels

- **Level 1:** An emergency that is **limited in scope** and can be addressed by the normal response of of the organization. Examples: A minor fire or a temporary power outage.
- **Level 2:** An emergency that is **moderate to severe** in scope. Examples: A moderate fire that closes parts of a building, a moderate earthquake with some damage.
- **Level 3:** A **catastrophic disaster** that has severely damaged a mission-critical facility requiring relocation of staff and business processes and/or severe disruption of services at that facility.

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## Incident Action Plans (IAP)

- An IAP is the plan of action that the team will be using for a set period of time.
- An IAP identifies:
  - Overall incident status / strategy.
  - Specific strategic objectives and any necessary supporting information.
  - Assignment of responsibility for each objective.
  - Next Operational Period (OP).

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## Steps to Build an IAP

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1. Assess the incident situation (gain “situational awareness”) and report the current status of the event.
2. Establish strategic incident objectives. Ensure that necessary resources are available to complete the tasks.
3. Assign all objectives (to a team or individual).
4. Determine the Operational Period.
5. Communicate the plan to all identified stakeholders.

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## Where to Begin?

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1. Engage an executive sponsor.
2. Develop a “straw man” IMT chart with names and shop it around.
3. Select an Initial Assessment Team (IAT).
4. Develop the IAT process and criteria.
5. Develop your Incident Management Plan.
6. Conduct a workshop and orientation exercise.
7. Revise your plans.
8. Conduct a tabletop exercise.

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## Thank you

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