






Emergency Management & Safety Solutions

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Want A Great Incident (Crisis)
Management Team?
It Only Requires Three Things!



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Agenda

- Things to Remember During a Disaster
- The Three Things You Need:
 - Organization / Clear roles and responsibilities
 - Incident Command System
 - Assessment
 - Incident Assessment
 - Plans
 - Incident Action Plans
- Why do something different?

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Things to Remember During a Disaster

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Remember:

- Declare the disaster and activate as early as possible.
- Staff initially to a high-enough level.
- Issue clear and consistent instructions to staff.
- Delegate authority to those who have been tasked with actions.
- Assume and plan for some degradation in team members, plans, and/or systems over time.
 - Closely monitor effectiveness.



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Remember:



- Avoid two common syndromes:
 - “Been there, done that!”
 - “We’re a really smart group and we’ll figure it out when it happens.”
- Make decisions: Keep moving forward.
 - Make changes when necessary, and keep moving.
- Remember to keep aware of what is going on; maintain situational awareness.
- Communicate, communicate, communicate.

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The Three Things #1: Organization / Clear Roles & Responsibilities

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You Have Choices

- “Business-as-usual”
 - Maintain “usual” number of department managers reporting to a designated leader.
 - Could be an executive or some other likely individual.
 - Use Incident Command System (ICS) methodology.
 - Some combination of the two.
 - We vote for ICS.

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Incident Command System (ICS)

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Incident Command System

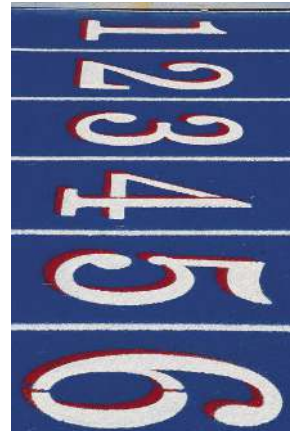
- ICS is an organized, team-based approach to manage critical incidents.
 - Developed in the Fire Service in the 70's in California to deal with fast-moving wildfires.
- ICS is now used widely throughout the United States:
 - National Response Plan (NRP).
 - Foundation to NIMS.
- ICS is also widely used worldwide.

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Why ICS?

- The six Cs:
 1. Command.
 2. Control.
 3. Collaboration.
 4. Coordination.
 5. Communication.
 6. Consistency.



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Eight Hallmarks of ICS

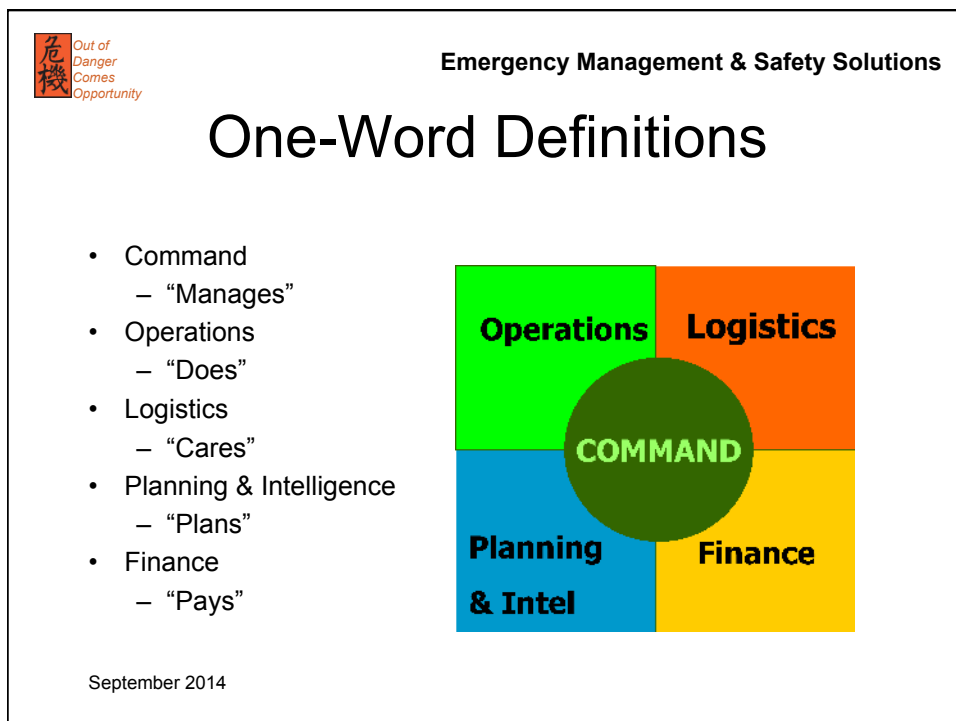
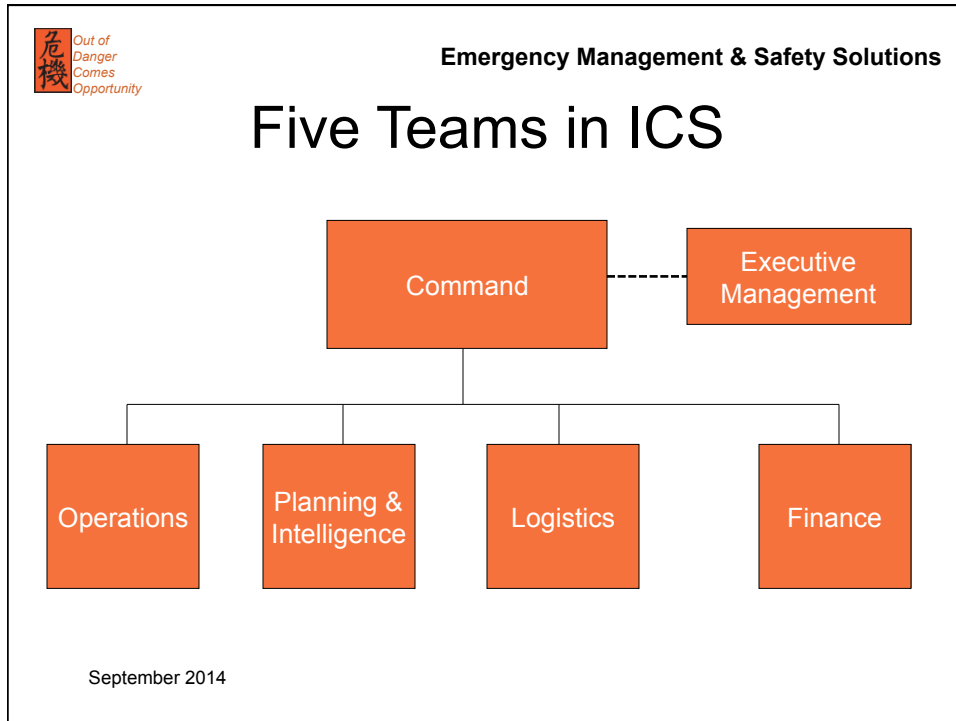
1. Manageable span of control.
2. Common terminology.
3. Modular/scalable organization.
4. Integrated communications.
5. Unified command structure.
6. Incident action plans.
7. Pre-designated command centers.
8. Comprehensive resource management.

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ICS Teams

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Command

- Sets priorities and objectives and is responsible for overall command and responsibility of the incident.
- In charge of all functions.
- Directs, controls, orders resources.
- Resolves conflict in the teams.
- Makes and implements policy decisions.
- Provides interface to Executive Management.
- Who makes a good Incident Commander (IC)? Someone who:
 - Has strong leadership skills.
 - Is decisive, not afraid to make a decision.
 - Has a good overall understanding of the business.
 - Is well respected by their peers and senior management.

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Operations

- Has the responsibility for all **tactical** operations necessary to carry out the plan (response and recovery).
 - Performs initial damage inspection.
 - Establishes situation control.
 - Develops situation status reports (“Sit Reps”).
 - Are front-line responders – they resolve the issues.
- Goal: Restore business back to “business as usual.”
- Team includes the key “backbone” aspects of the business.

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Planning & Intelligence

- Responsible for the collection, evaluation, and dissemination of information concerning incident development.
- Takes the situation reports (“Sit Reps”) from Ops and evaluates information.
- Applies “intelligence” to the situation.
- Develops and disseminates the incident action plans (IAPs).

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Logistics

- Responsible for providing the necessary support to meet incident human needs.
 - Food.
 - Shelter.
 - Transportation.
 - Medical support.
 - Counseling.
- Primary responsibility is the “care and feeding” of the teams.
 - All of the human aspects of the disaster.
- Responsible for acquiring or otherwise procuring necessary supplies.

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Finance

- Responsible for monitoring and documenting all costs. Provides the necessary financial support related to the incident.
- Establishes a paper trail for all expenditures.
- Manages payroll, emergency purchase orders and cash, corporate cards, and other critical cash issues.
- Works with insurance companies regarding reimbursement and worker's compensation insurance.

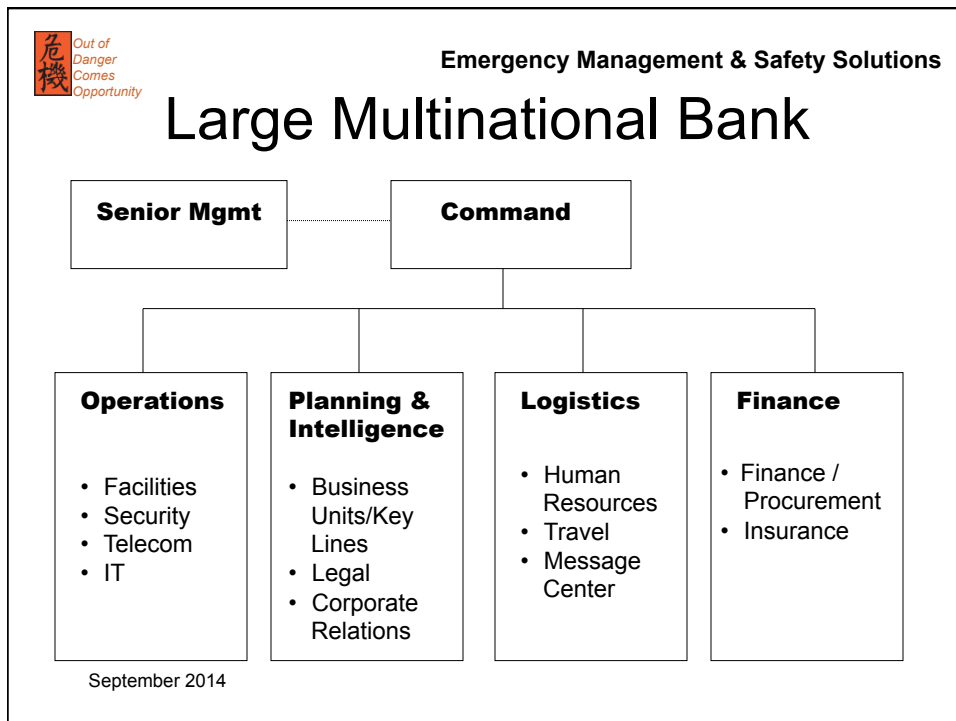
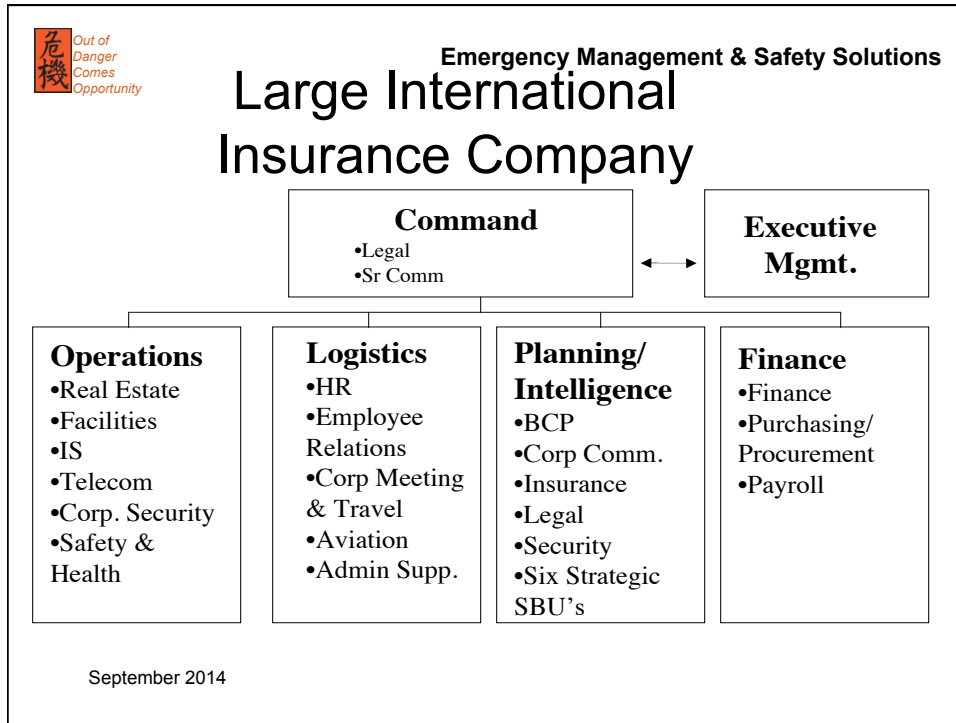
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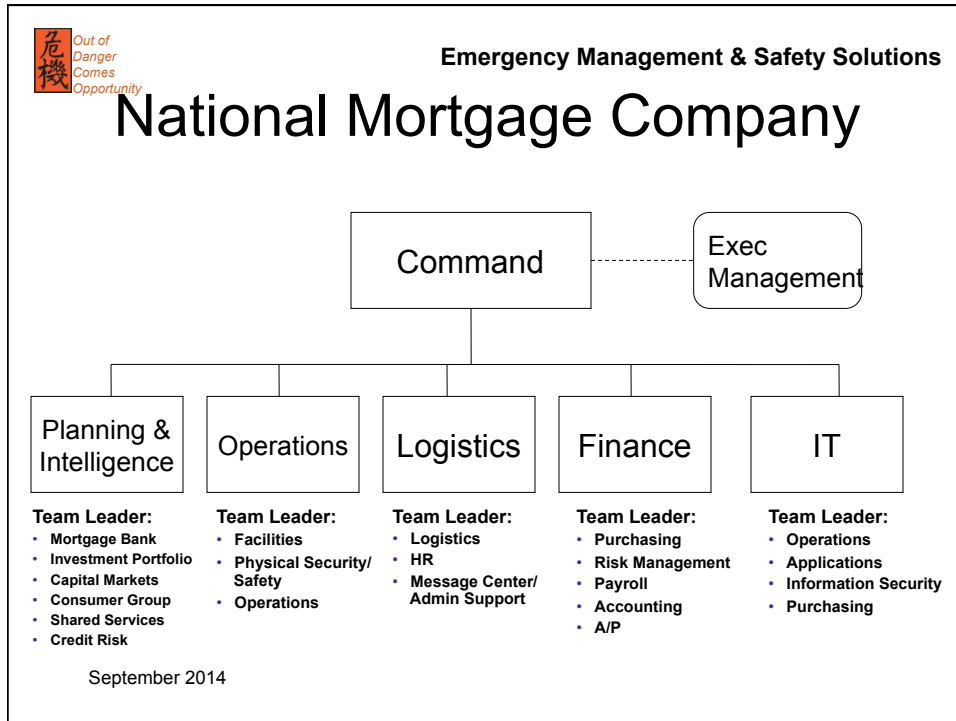


ICS Benefits

- Facilitates flow of information and resources within and between all teams and at all levels of the organization.
 - Especially helpful for companies with multiple locations.
- Provides a structure for coordination between teams.
- Allows for rapid mobilization, deployment and tracking of resources.
- Provides ability to detect trends and pattern development.
- Minimizes confusion and errors.

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Out of Danger Comes Opportunity

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Where are the Executives?

- Ideally, they are not part of the ICS Team. (Note that all Exec boxes have dotted lines.)
- Traditionally they have four overall responsibilities:
 1. Strategic and policy oversight.
 2. Approval of large expenditure requests.
 3. Senior statesperson role to all key stakeholders: employees, major customers, investor community, Board of Directors, etc.
 4. Media spokesperson (if the situation warrants it).

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The Three Things #2: Assessment

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Incident Assessment Team

- The Initial Assessment Team (IAT) has the authority to activate the plan.
- Members of the team:
 - Consider backbone assessment (Facilities, Security, IT, Telecom) first.
 - Then others, depending on risks and situation.
- Responsibilities include:
 - Conducting initial assessment.
 - Assessing 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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IAT Activation

- When an event occurs:
 - Follow usual reporting mechanism.
 - Any member of the Initial Assessment Team can activate when they become aware of an event.
- IAT will meet to review the event and determine if plan activation is necessary.
 - In person.
 - On conference bridge.

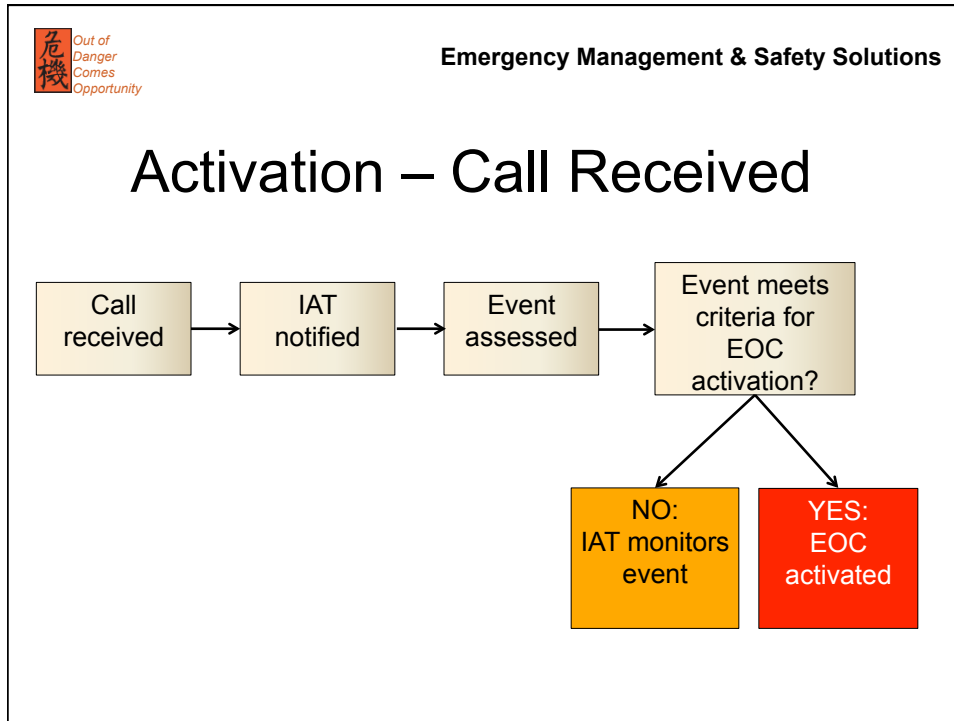
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Assessment

- Determine the incident level:
 - 1, 2, 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.
 - If no, follow up using standard business practices.

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Example of Incident Levels

- **Level 0:** An emergency that is handled as BAU. Examples: A medical emergency or a short-term building evacuation.
- **Level 1:** An emergency that is **limited in scope** and can be addressed by the normal response 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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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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The Three Things #3: Plans

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Incident Action Plan

- 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.

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Overall Program Priorities

- Your priorities will most commonly include:
 - Life safety.
 - Incident stabilization.
 - Property and equipment preservation.
 - Return to business as usual.



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Steps to Build an IAP

1. Gain situational awareness: What is the incident situation?
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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Situational Awareness

- If it is the first IAP, it is the initial report and assessment.
- If subsequent IAP, it is the latest updates.
- Need those who are most knowledgeable of the situation involved in the IAP.

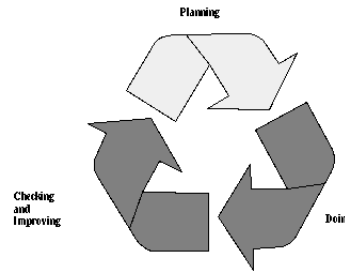


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Establish Objectives

- Establish strategic incident objectives:
 - Set overall objectives and priorities.
 - Ensure that necessary resources are available to complete the tasks.



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Develop SMART Objectives

- **S**pecific – Does the objective state explicitly what is to be done, and define a key result?
- **M**easurable – Can you determine if you are meeting the objective or not?
- **A**chievable – Are you able to attain the objective?
- **R**ealistic – Can you achieve the objective in a reasonable manner and timeframe?
- **T**ime – Have you stated the time period in which the objective will be accomplished?

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Objectives Start with Strong Verbs

- Strong objectives use action verbs.
- Action verbs are observable and communicate the intent of what is to be attempted:
 - Plan
 - Conduct
 - Develop
 - Produce
 - Revise
 - Assess
 - Install
 - Select
 - Investigate
 - Map
 - Build
 - Review
 - Account
 - Provide
 - Order
 - Evaluate
 - Determine
 - Enable

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Sample Objectives

People	Finance	Facilities	Technology	Mission Critical Activities	Communication
<ul style="list-style-type: none"> • Account for all staff. • Determine need for EAP services. • Notify emergency contact. 	<ul style="list-style-type: none"> • Issue a disaster accounting code • Contact all ins. carriers. • Document all physical damage with video or still images. 	<ul style="list-style-type: none"> • Conduct an initial damage assessment. • Contact contractors. • Appoint a liaison to work with ER responders. 	<ul style="list-style-type: none"> • Conduct an initial assessment. • Reroute main number if unable to reoccupy in 15 minutes. 	<ul style="list-style-type: none"> • Assess business unit impact. • Activate BCPs as necessary. • Determine immediate work-arounds and what should be instituted. 	<ul style="list-style-type: none"> • Communicate company status with key stakeholders. • Update website. • Update employee hotline.

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Assign Objectives

- Assign all objectives:
 - To a specific team or individual.
 - A unassigned objective means no one is responsible to get it done.



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Determine Operational Period

- Determine the Operational Period.
 - Establish how long you will work on the objectives before the planning team needs to stop and assess status and progress.

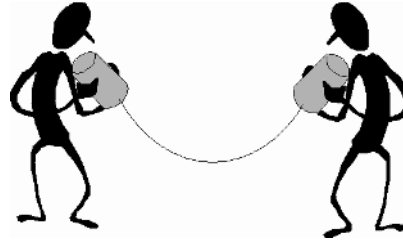


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Communicate the Plan

- Communicate the plan to all identified stakeholders.
 - Who are your key stakeholders?
 - Does everyone get the same message?
 - What are the tools used to disseminate the information?



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Why do something different?

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Three Things

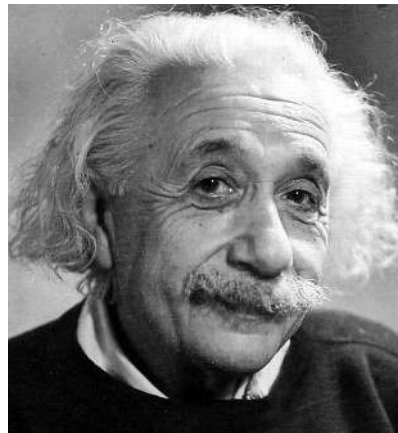
- For an Incident Management Team to be great, it requires three things to be in place:
 - The team must know how you are organized and their roles and responsibilities.
 - There must be a clear incident assessment process, team, and escalation strategy.
 - They must know how to develop an action plan.

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Why Do Something Different?

- History tends to repeat itself.
 - We need to learn from the mistakes of the past.
- Remember the words often attributed to Albert Einstein:
 - *“Insanity is doing the same thing over and over again and expecting different results.”*



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Thank you

Regina Phelps, CEM, RN, BSN, MPA
Emergency Management & Safety Solutions
San Francisco, California
415-643-4300
www.ems-solutionsinc.com

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