

High Performance Crisis/Incident Management

A Roundtable Discussion Regarding Best Practices

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Introductions

Founded in 2005, Avalution is focused exclusively on business continuity strategy design, development, implementation and program maintenance solutions.

2006: Avalution launched The Planning Portal (TPP)

2008: Avalution became a participant in the
BSI Associate Consultant Program



BS 25999 - 003 0108

The Reality...

The ability to successfully respond to a wide range of disruptive events is both a **competitive differentiator** and a **necessity**.

Discussion Objective

Share ideas that lead to crisis/incident management success when faced with an emergency situation.

Agenda

Presentation

- What Works Well?
- Executive Expectations
 - Process
 - Plans
 - Exercises

Discussion

- Key success factors that contribute to building and maturing a highly-effective crisis/incident management process

Background

The Terminology

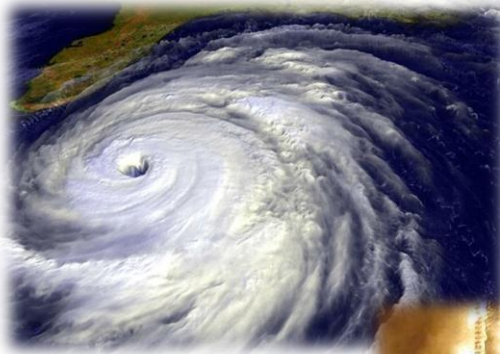
Crisis Management

An approach taken to manage disruptive events in order to minimize consequences

Related Terms:

- Emergency, Incident or Event Response/Management
- Societal Security
- Command and Control

Events



Events



Business Case & Expectations

Business Case

- Protection
- Faster response
- Optimal involvement
- Decision-making with better, more complete information
- Minimize downtime

Expectations

- Simple
- Clear
- Business-aligned
- Flexible
- Non-prescriptive

Case Study

A Fortune 100 organization developed its crisis management plan based on many years of work, reflecting best practices from various mergers and acquisitions.

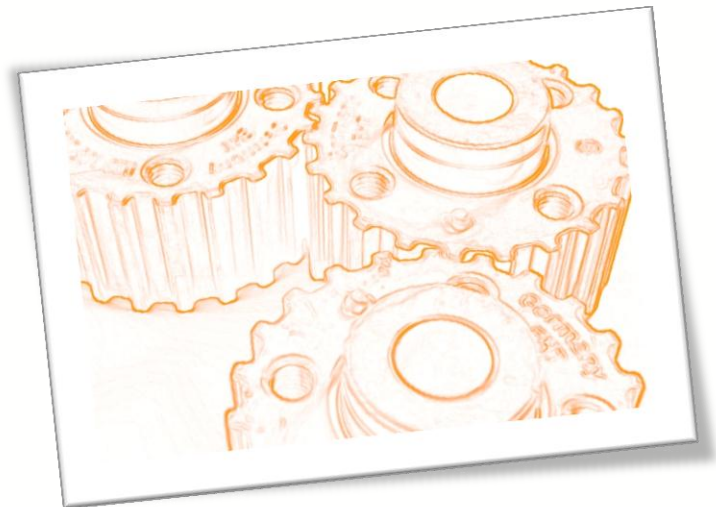
During a recent (first-ever) high-profile exercise that simulated a “severe” disruption, a number of executive managers observed the Crisis Management Team begin a response to the situation. Paging through their plans, they interrupted and asked a very simple – but impactful – question, followed by a comment.

“What’s our role?”

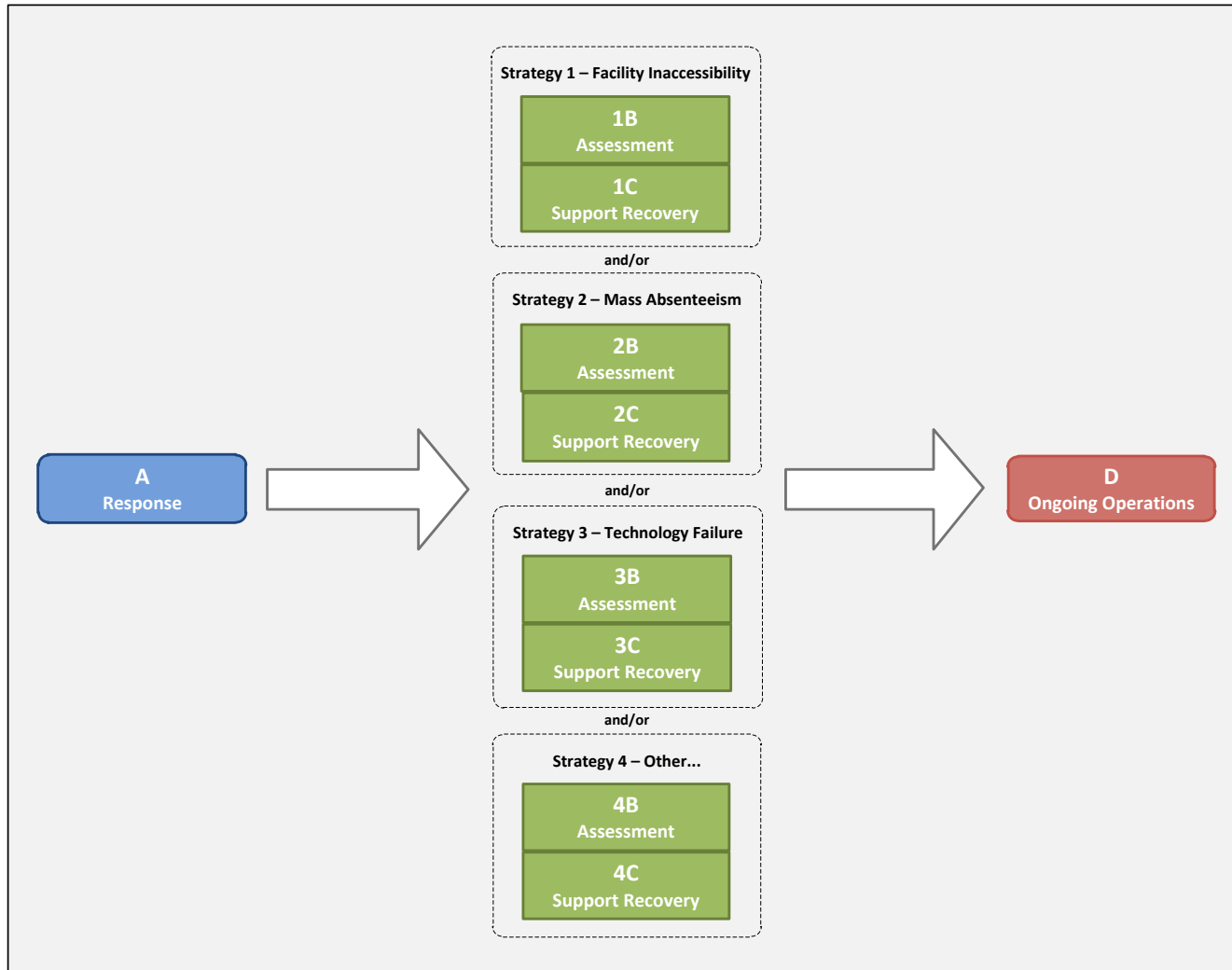
“I don’t see names and I don’t see actions. I see a narrative description of a process to respond to situations that seem to be relatively easy to control. But aren’t we here to discuss a response to a severe disruption, and what’s available in this document to help us work together to minimize the effect on our customers?”

Solution Set

- The Team(s)
- The Plan(s)
 - Wallet Cards
 - One-Pagers
- The Procedures
 - All-Hazards
 - Threat-Specific
- Triggers
- Communications
- Training
- Exercises



A Plan Format That Resonates...



A Plan Format That Resonates...

Task #	Process	Responsibility	Alternate	Done?
A1	Confirm Any Response Activities Undertaken by the ERT	CMT Leader	BCC	<input type="checkbox"/>
A2	Account for Employee Well-Being	Facilities Lead	HR Lead	<input type="checkbox"/>
A3	Assign Personnel to Liaise with Local Authorities and Hospitals	HR Lead	CMT Leader	<input type="checkbox"/>
A4	Determine How to Manage the Ongoing Safety of Personnel	Facilities Lead	HR Lead	<input type="checkbox"/>
A5	Choose A Crisis Command Center	CMT Leader	BCC	<input type="checkbox"/>
A6	Enable Virtual Meeting and Coordination Capability	Admin Lead	IS Lead	<input type="checkbox"/>
A7	Contact Crisis Management Team Members	CMT Leader	BCC	<input type="checkbox"/>
A8	Initiate Crisis Management Team Log Books	CMT Team	CMT Team	<input type="checkbox"/>
A9	Perform Initial Situation Assessment	CMT Team	CMT Team	<input type="checkbox"/>
A10	Determine Response Strategy and Plan Activation	CMT Team	CMT Team	<input type="checkbox"/>
A11	Schedule and Conduct Recurring Crisis Management Team Meetings	CMT Team	CMT Team	<input type="checkbox"/>
A12	Notify Employees Regarding Expectations	HR Lead	Comm Lead	<input type="checkbox"/>
A13	Execute the External Crisis Communications Strategy	Comm Lead	HR Lead	<input type="checkbox"/>
A14	Setup Crisis Command Center Call Handling Capability	Risk Services	Administrative Lead	<input type="checkbox"/>
A15	Initiate OSHA Reporting	HR Lead	BCC	<input type="checkbox"/>

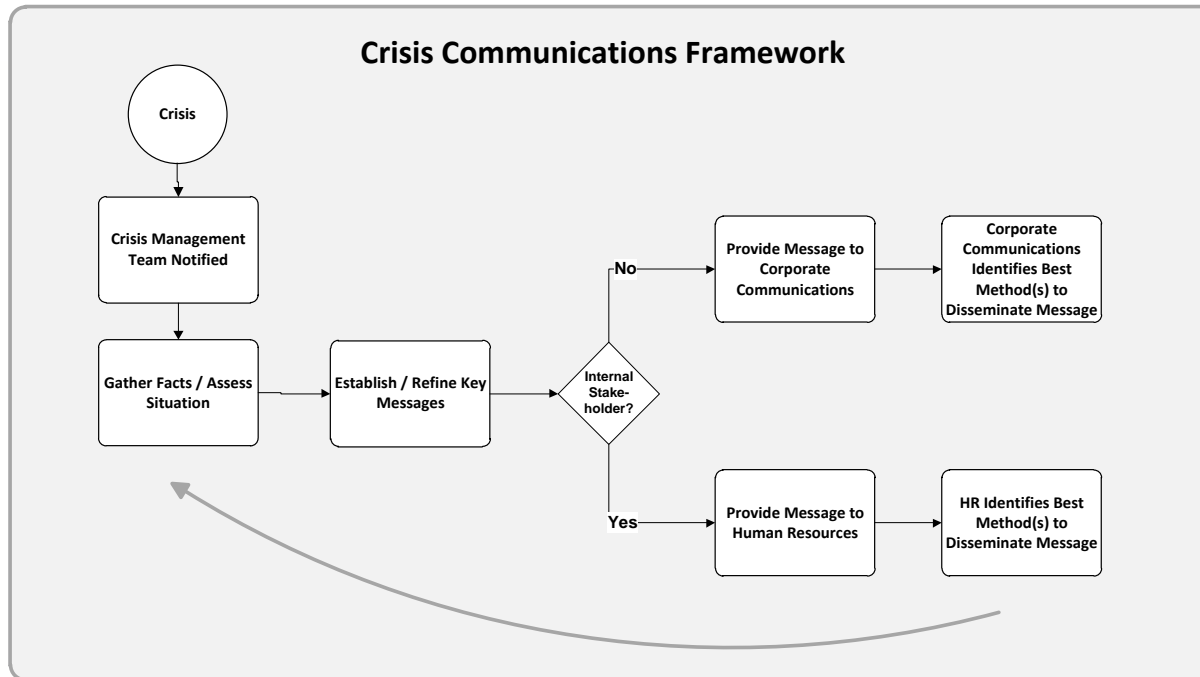
A Plan Format That Resonates...

Task A14 – Setup Crisis Command Center Call Handling Capability

- 1) Setup a call handling capability for the Crisis Command Center, as well as a security access point at the recovery location.
- 2) At the X DR Site, occupy desks 11 and 12, and monitor the main telephone number (x6800).
- 3) Log all calls and escalate messages to the Business Continuity Coordinator or other members of the Crisis Management Team as required.
- 4) For all personnel accessing the alternate location, ensure each person logs in and out of the site, and issue a badge for security purposes.

Note: The Crisis Management Team should consider establishing a receptionist role at the DR Site, and redirect the main Client line to the DR Site in the event of a prolonged outage.

A Plan Format That Resonates...



Stakeholder Group	Internal/External	Importance	Key Crisis Communications Methods

A Plan Format That Resonates...

Initial Statement
Primary Audience
Optimal Delivery Time Relative to the Event
Optimal Location To Deliver This Message
Optimal Method To Deliver This Message
Client Employee Who Should Deliver This Message
Client Employee(s) Who Should Not Deliver This Message
“What Not to Say” Topics and Information that Should Not Be Introduced
Other Considerations
Example Message: Insert



Triggers

Global Crisis Escalation Table				
Event Level (Consequence Level)	Criteria		Accountability	Key Actions
Major	Safety	Mass Casualties	Global and Regional Crisis Management Team	
	Financial	Likely Impact May Exceed \$250,000, Market Share Risk		
	Reputational Impairment – Environment	Substantial, Extensive and Lasting Impact		
	Reputational Impairment - Legal / Regulatory	Violation Leading to Substantial Corrective Action		
	Product Delivery Capability	Disruption Greater Than One Week Impacting Key Accounts and Others		
Moderate	Financial	Impact Likely, But Will Not Exceed \$250,000	Regional Crisis Management Team	
	Product Delivery Capability	Disruption of Less Than One Week Without Key Account Operational Impacts		
Minor	Financial	Minimal Financial Impact	Local Senior Management	
	Product Delivery Capability	Reduced Operating Margins, No Service Impact		

Bottom-line

Build a response process that scales well to varying disaster scenarios.

Ensure the plan contains flexible actions and procedures that can enable an effective response.

Additional Sources of Information

- ISO/PAS 22399
(Incident Management)
- ISO 22398/PD 25666
(Exercising/Testing)
- ISO 22397
(Public Private Partnership)
- ISO 22320
*(Emergency Management/
Command and Control)*
- NFPA 1600
- NIMS/ICS
- ITIL
- Avaluation Perspectives
 - The Death of All-Hazards Planning
 - Crisis Management Planning: What Your Executive Management Really Wants
 - Crisis Communications: Influence How Your Organization is Viewed During an Incident
- Next Month's Continuity Insights Magazine
 - Are We OK?

Discussions

Goal

Learn something new that you can take home and use to improve your organization's crisis/incident management process

Discussion Topic #1

Crisis/Incident Management Team Roles & Competencies

- Key Skills?
- How Many Teams/Team Types?
- Roles and Responsibilities?
- Activating?



Discussion Topic #2

Crisis/Incident Management Plan Content and Format

- Do You Need a Plan?
- Format?
- Specificity?
- Paper and/or Online?



Discussion Topic #3

Key Resources That Make A Difference

- People
- Process
- Technology
- Communications
- Other Resources



Discussion Topic #4

What Does Crisis Communications Really Mean?

- Audiences?
- Outcomes?
- Plan Documentation?
- Tools?
- Who Should Take the Lead?



Discussion Topic #5

Interfacing with Other Public or Private Sector Organizations

- Who?
- How?
- Why?



High Impact Exercises

Building Competence and Confidence

Attributes & Key Success Factors

- Format
 - Table-top
 - Simulation
- Objectives & Success Criteria
- Scenario-Driven
 - Injects
 - X-ref the Plan
- Continuous Improvement and Training
- Frequency



Questions / Discussion

Contact Information

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