

Module 6 – Crisis Management

Introduction:

1. What is a crisis? Any disruption, or potential disruption of essential business functions or operations that may require guidance, instruction and assistance from other business partners or outside agencies.
2. Concerns about people (employees & customers), facilities, brand, distribution channels, systems, communications, etc.
3. Difference between Disaster Recovery and Business Continuity.
4. Importance of communication – critical component
5. Aspects of Management
 - a. Different levels (facility, local, regional, national) - examples
 - b. Different roles (corporate, regional, store) - examples
 - c. Different types (environments, man-made) - examples
6. What are the assumptions?

Areas for Focus Where Things Can Go Wrong:

1. Communications
 - a. Flow of Information
 - b. Dealing with the right people
 - c. Connect the dots – and tell the right person
 - d. Get a message out to help control rumors
2. Radar Screen
 - a. Looking Ahead at worse case
 - b. Preparing against it
 - c. Thinking Outside The Box
 - d. Monitoring intelligence services to avert disasters
 - e. Environmental Scans
3. Handling the Media
4. Flexibility
 - a. The plan can change based on circumstances
 - b. Empower your people
5. Availability of physical building plans (documents)
6. Loss of Critical Personnel
 - a. Expected
 - b. Unexpected
7. Be Proactive instead of Reactive
8. Benchmarking – one size does not fit all

Section 1 – Preparedness

A. Risk Assessment & Analysis

B. Plan Development

1) Life/Safety Best Practices

- a) Succession Planning
- b) Internal Policies & Procedures
- c) Checklists

C. Mitigation

- 1) Facilities / Asset Planning
- 2) Insurance
- 3) Personal Protective Equipment

D. Command & Control

- 1) Central Location
- 2) Protocol

E. Internal & External Communications

- 1) Strategy
- 2) Structure
- 3) Alternate/Backup Methods

F. Training/Awareness

- 1) Methods
- 2) Level of Focus (who is the audience?)
- 3) Exercises

G. Partnerships

- 1) Public
- 2) Private

3) Vendor Support

Section 2 – Response

A. Incident Reporting

1) Field Documentation

B. Situational Assessment

C. Communications

1) Internal

2) External

D. Crisis Management Execution

1) Triggers

2) Escalations

3) Internal Policies & Procedures

E. Command Center

1) Corporate Documentation

2) Supply Chain Considerations

F. Life/Safety

1) Medical

2) Evacuation

3) Communication (Human Resources related)

4) Personal Protective Equipment

G. Heightened Physical Security Measures

H. Utilization of Resources

- 1) Public
- 2) Private
- 3) Vendor Support

Section 3 – Recovery

A. Impact Assessment

- 1) Select Recovery Options
- 2) Documentation

B. Communication

C. Employee Assistance

D. Business Restoration

E. Public / Community Relations

F. Partnerships

- 1) Public
- 2) Private
- 3) Vendor Support

Section 4 – After Action Report

A. Lessons Learned about the entire process

Section 5 – Business Continuity

(explain what this is and how this all ties in together and why it is it's own topic)

A. Risk Assessment and Business Impact Analysis

- 1) Prioritization of Recovery (Checklist)
- 2) Sequence of Recovery
- 3) Interdependencies
 - a) Systems Roles & Tasks
- 4) Gap Analysis

B. Planning

- 1) Key Components
 - a) Emergency Contacts
 - b) Vital Records, etc.
 - c) Recovery Procedures
- 2) Immediate Impact
- 3) Benchmarking (what do others do – best practices)
- 4) Alternate Worksites
- 5) Mutual Aid
- 6) Brand Protection

C. Analysis of Core Processes

D. Maintenance of the Plan

E. Exercise the Plan

Section 6 – Resources / Relationships

Importance of building mutual relationships

A. Local

- 1) Police

- 2) Fire
- 3) EMS

B. State

- 1) Emergency Management
- 2) Emergency Operations Center
- 3) National Guard
- d) Environmental Protection Agency

C. Federal

- 1) Homeland Security Overview
- 2) Overview of Emergency Management
 - a) Localized
- 3) Federal Emergency Management Administration
- 4) Occupational Safety and Health Administration
- 5) Environmental Protection Agency
- 6) National Institute of Health
- 7) Center for Disease Control & Prevention
- 8) Department of Defense

D. Non-Governmental Organizations

- a) Red Cross
- b) Charities

E. Professional Organizations

- 1) Retail Industry Leaders Association
- 2) Food Marketing Institute
- 3) Etc. (list additional organizations)