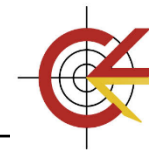


EMERGENCY & SECURITY PREVENTION PREPAREDNESS



Crisis Leadership

W. T. Isaacs, C.E.T.

One of the tests of leadership is the ability to recognize a problem before it becomes an emergency." - Arnold H. Glasow

- Many organizations today have poor BCP and Emergency Response Programs
- Resilient organizations not only have well maintained programs but good performance measurement of their programs

Why Have Them?? Nothing is going to happen...

- Emergency and security management programs are vital for the protection of the public, your employees, the environment, industry growth and shareholder confidence.





Effectiveness vs Prevention

What are the main elements of measurement for the effectiveness of an emergency or security program?

- Regular management review
- Exercising the plans and documentation of results
- Documentation of plan activation results
- Thorough incident review process

Regular Management Review

Operational benefit

- Regulatory compliance
- Current and up to date information



Prevention benefit

- Organizational confidence during an incident
- Lowers risk of notification complications and procedural errors

Regular Management Review

Operational benefits

- Senior leadership awareness and support of programs



Prevention benefits

- Senior ownership of programs drives increased focus to details and prevents duplication of resources



Crisis Leadership During Non-Disaster Periods

- Keeps emergency mgmt. on the agenda
- An advocate for risk reduction programs
- Understand the legislative policy process which can build coalitions
- Communicate effectively about risk
- Take advantage of windows of opportunity

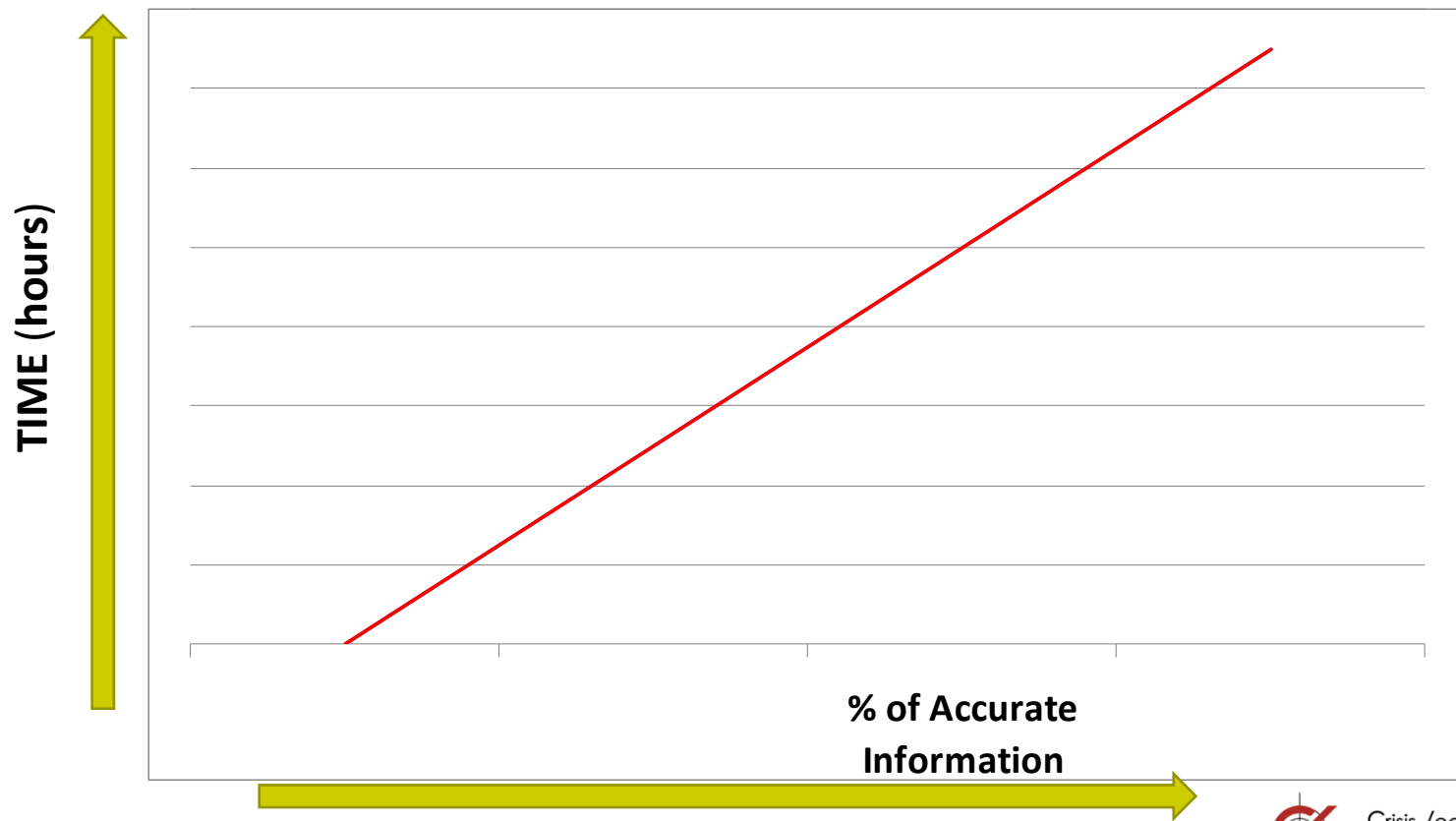


Leading Under Uncertainty

- Look for quick wins
- Leaders accept failure not assign blame
- Focus on what you can control
- Have the ability to listen to bad news;
don't shoot the messenger
- Expect misinformation put out by others;
and deal with it

Leaders make tough decisions, that's why they are there, if it isn't tough they shouldn't be making it. General Rick Hillier

Golden Hour Decision Making





Exercising the Plans and Documentation of Results

Operational benefits

- Increased employee awareness of the plans
- Practices critical thinking

Prevention benefits

- Lowers risk of poor detection or response to an incident
- Prevents crisis leaders from poor or untimely decision making

Why Are We Having Another Exercise?

Nothing is going
to Happen.....

Not on my watch
anyway.....



Exercising the plans and documentation of results

Operational benefits

- Finding any gaps in processes and procedures



Prevention benefits

- Finding areas of improvement before an incident prevents damage control after one

Exercising the Plans and Documentation of Results

Operational benefits

- Documentation of results identifies ownership of issues



Prevention benefits

- Prevents duplication of efforts and key findings being missed



Documentation of Plan Activation Results

Operational benefits

- Regulatory compliance
- Supports critical function areas prioritization & decision making

Prevention benefits

- Prevents regulatory agency orders
- Reduces the risk of issues not being acted on or in a timely fashion



Documentation of Plan Activation Results

Operational benefits

- Efficient management of resources
- Accurate documentation of actions taken

Prevention benefits

- Prevents duplication & untimely response
- Reduces impact of inaccurate accusations after the fact



Documentation of Plan Activation Results

Operational benefits

- Ensures incident closure has been safely and effectively performed

Prevention benefits

- Closes the loop on all areas of activation to prevent safety and reputational issues

Crisis Leader Checklist

- ❑ Guiding Principles
- ❑ Strategic Mapping
- ❑ Stakeholders
- ❑ Implementation
- ❑ Recovery Strategies



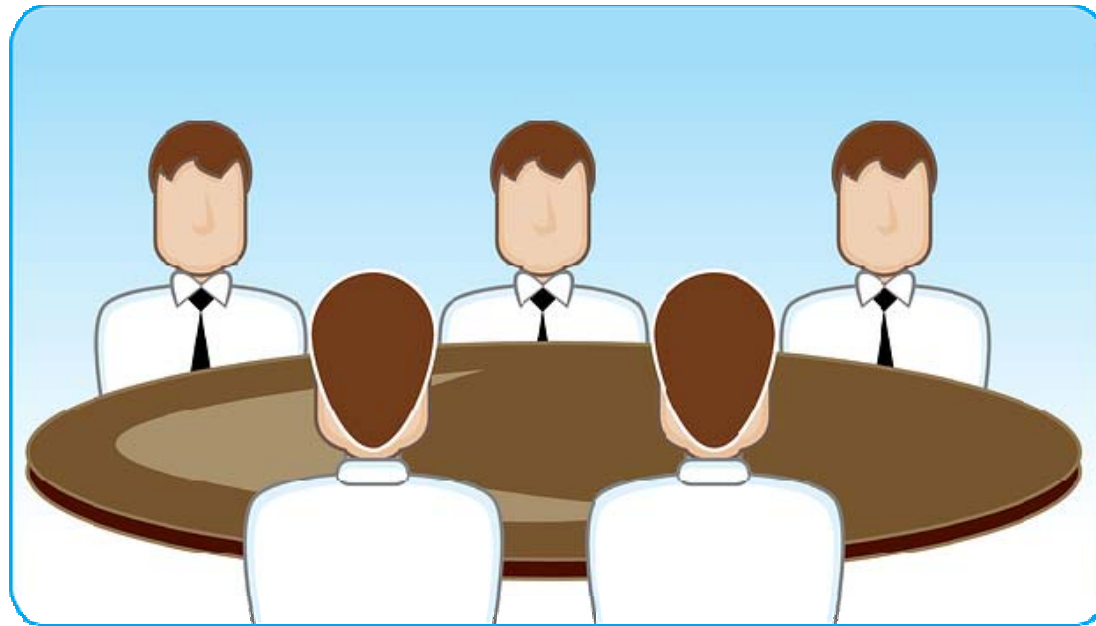
Recovery Strategies

- Speedy, timely and ethically based response
- Listening / gathering information
- Clear overarching vision of a “caring solution”
- Outward communication that demonstrates caring
- Honesty and transparency
- Available, visible and addressing the needs and concerns of all impacted stakeholders
- Taking responsibility to resolve the crisis
- Making a sacrifice
- Unselfishness
- Emotional calm



Incident Review Process

Why do an incident review???



Success is built on a mountain of failure



Thorough Incident Review Process

Operational benefits

- Thorough review of company performance during the incident
- Not about finding fault but identifying gaps in processes

Prevention benefits

- Identifies areas of improvement to reduce reoccurring issues
- Forces open and honest discussion and prevents distrust



Thorough Incident Review Process

Operational benefits

- Identifies root cause of the incident or systemic issues

Prevention benefits

- Clear understanding of areas of improvement to prevent reoccurrence



Thorough Incident Review Process

Operational benefits

- Protecting the organization

Prevention benefits

- Protect the information and organization reputation



Incident Review Process Guidelines

- ❑ Include key players
- ❑ Perform as soon as possible after the event
- ❑ Perform in an operational setting, stay focused
- ❑ Use a disciplined approach i.e. develop timelines of the incident, the gold is in the details
- ❑ Capture learnings, knowledge and attitudes
- ❑ Prepare report soon after c/w follow up ownership

Preparedness Will Assist In Prevention

Because “Stuff” Happens

