



# ACC Crisis Management Natural Disaster Recovery

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# Agenda

- Overview of standards and guidelines used for the development of an effective Crisis Management program
- Processes required; Threat Assessment, Business Impact, Emergency Response, Business Recovery, Training, Audit & Evaluation and Maintenance
- Group exercises: Brainstorming session
- Wrap-up discussion



# Overview of Standards & Guidelines

- **Responsible Care Management System**

The organization shall establish, implement and maintain a procedure(s) to identify potential emergency situations

The organization shall periodically review and revise its emergency preparedness and response plans



# Overview of Standards & Guidelines

- **NFPA 1600**

## 5.3 Risk Assessment

The entity shall identify & monitor hazards, determine likelihood of their occurrence and the vulnerability of people, property, the environment and the ENTITY itself to those hazards



# Overview of Standards & Guidelines

- **NFPA 1600**

## 5.5 Mitigation

The entity shall develop and implement a mitigation strategy that includes the measures to be taken to limit or control the consequences, extent or severity of an incident that cannot be reasonably prevented



# Overview of Standards & Guidelines

- **ASIS: Business Continuity Guidelines**
  - 11.1.2 Perform Risk Assessment
  - 11.1.3 Conduct Business Impact Analysis
  - 11.2.2 Develop Mitigation Strategies
  - 11.3.5 Execute the Plan



# 7 Planning Steps for Crisis Management

- Threat Assessment
- Business Impact Assessment
- Emergency Response Plans
- Business Recovery Plans
- Training
- Auditing & Evaluation of Plans
- Maintenance



# Threat Assessment

## Types of Natural Disasters

- Tornado
- Flood
- Hurricane/Storm Surge
- Earthquake
- Snow/Ice Event
- Fire – from off site
- Lightning



# Threat Assessment

The organization must perform a **Process/Functional Assessment** on what may be affected

- Manufacturing Equipment/Process
- Raw Material Supply
- Inventory of Product
- Shipping/Receiving
- IT
- Finance
- Customer Data
- Safety
- Environmental Releases
- Utilities



# Business Impact Assessment

- Management must **rate and rank** the business impacts identified to determine those needing mitigation
- The assessment will help to determine the “**significance**” of each event on the organization
- Management to **determine** needed mitigation plans
- Where an emergency program does not exist, management should require a new program be developed



# Emergency Response Plans

- The emergency response plans are to be developed to the degree necessary to ensure the organization will **survive a crisis**
- The typical emergency plans include: strategic plan, emergency response, prevention, mitigation, recovery and continuity
- Plans must include the process for **managing communication and the flow of information**



# Business Recovery Plans

The **recovery plans** must include short term and long term priorities for restoration of functions, services, resources, facilities, programs and infrastructure

It is very important for an organization to make short term **timeline decisions** prior to a crisis

What **must** be done and by whom in:

- first two hours

- first six hours

- first twelve hours

- first twenty four hours

- day two and beyond



# Employee Training

- All **employees and outside contractors** must be trained on all applicable emergency plans
- Management should **consider** including training for community emergency response support teams
- Training should be **documented**
- **Competency** of those trained must be verified
- Allow for employee suggestions/improvement during training exercises



# Auditing and Evaluation of Emergency Plans

**Each** emergency plan must be audited for:

- Inclusion of all possible scenarios
- Completeness of tasks
- Training and understanding by employees and outside contractors
- Verification warning systems are known and understood
- Trials of each emergency plan have been completed



# Auditing and Evaluation of Emergency Plans

- During an audit; “Shake things up”
- Always complete a post-incident review after any incident occurs
- Auditors must verify Management Review of each emergency plan and results of each exercise
- Use corrective/preventive program for documentation of continuous improvement of your Crisis Management program

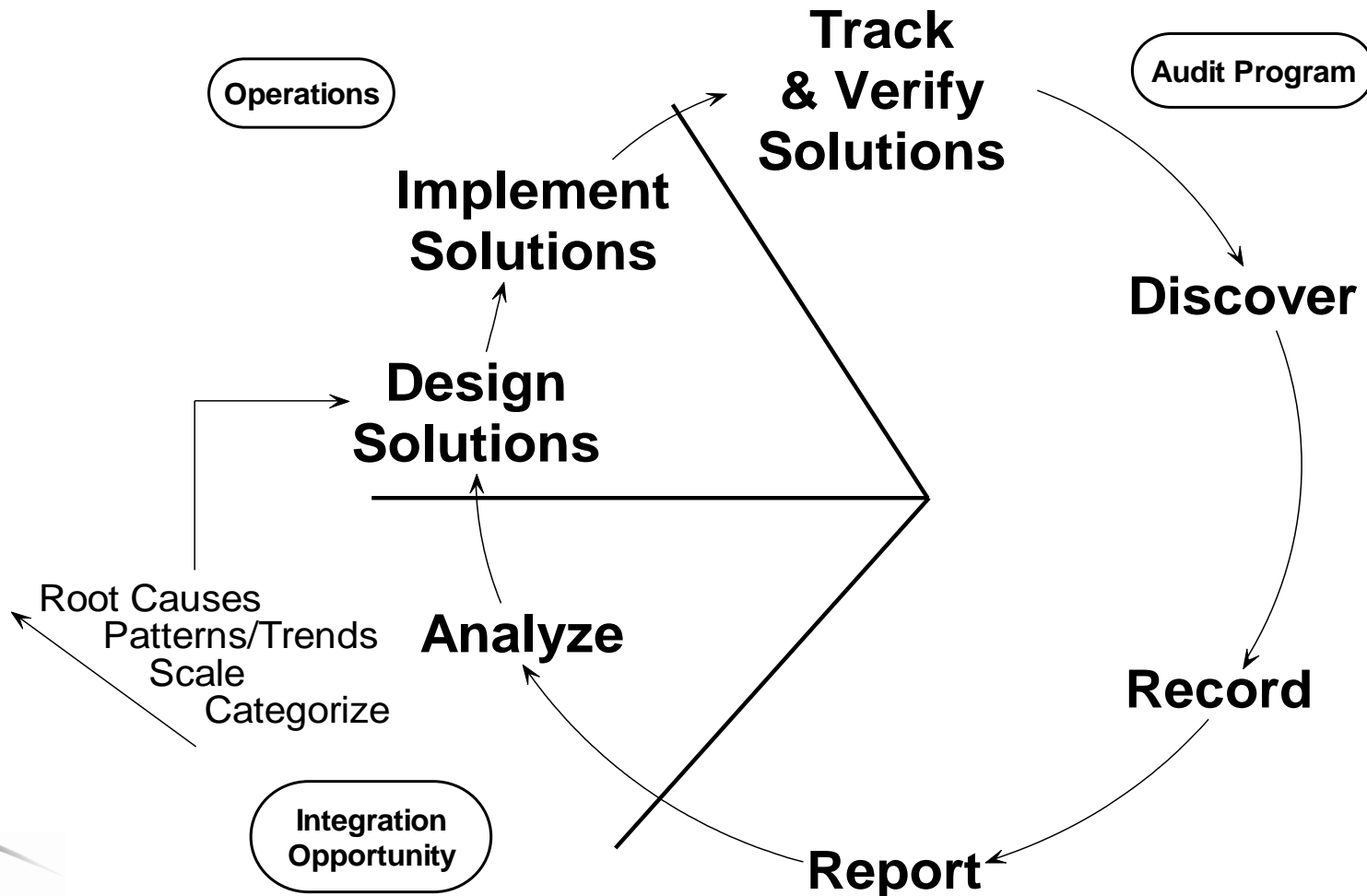


# Maintenance of Emergency Plans

- On-going review of the emergency procedures and work instructions - ***continually improve them***  
***“on the fly”***
- Update/review plans yearly with employees
- Update/review threat assessment and plans as new building, processes or equipment is added to facility
- Verify emergency plans meet all legal requirements
- Use internal auditing and corrective/preventive action programs for improvement
- Verify status of emergency plans in Management Review session



# Plan, Do, Check, Act Cycle



# Crisis Management

## **Where does an organization start?**

By reviewing current emergency plans and experience with any prior events

## **How does an organization know if its plans are adequate?**

Are there plans for every possible scenario? Do the plans include all steps required for mitigation? Do the plans include internal communication and transfer of critical information to others?

## **How does an organization know its plans will work?**

All emergency plans must be trialed and reviewed by management upon completion of trial for evidence of meeting requirements



# Crisis Management

## **Are roles and responsibilities known and understood?**

Are roles and responsibilities documented? Does each employee know their role and demonstrate their competence during trials and audits?

## **How does the organization communicate crisis management information?**

Is there a communication plan in place that includes all employees and external parties (i.e. emergency responders, regulators, suppliers, insurance, customers and financial institutions)?



# Crisis Management is Part of Improving and Sustaining Business Performance



# Q&A

**Discussion  
Questions?**



# For More Information

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