



# **Crisis Management Program**

## **Capabilities Assessment and Strategy Development**

Crisis Response Planning Corporation  
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Crisis Management is a matter of facing up to threat -- recognizing the potential for a crisis and working to forestall it. It is reacting quickly and effectively to any crisis once it occurs.

There are several principal elements in facing up to the threat... starting with a clear understanding of what Crisis Management is and does.

***Crisis Management is a systematic response to undesirable or unexpected events that threaten the people, image and operating continuity of an organization.***

Its basis is a team of selected managers, professionals, company first-responders and general staff who are trained before-the-fact in:

1. The analysis and assessment of threats and events.
2. The alignment of 'actions' to 'facts' while discounting rumours, speculation and assumptions.
3. The development and implementation of alternative responses.
4. The orderly communication of information and decisions to those involved.
5. Managing the crisis from the beginning to its conclusion.

For a significant number of companies various forms of Crisis Management currently exist within their organization. However; for most there are usually some general concerns as to its application across the enterprise and its overall operational effectiveness.

To address this concern, Crisis Response Planning Corporation (CRPC) provides advisory services to assist these organizations in the assessment of an organization's existing Crisis Management Program and where required, develop recommendations to address any weaknesses that may exist. Integral to this process is the consideration of the CRPC proprietary Crisis Management Methodology and commonly applied best practices.

## **The CRPC Approach**

An organization's capability to successfully manage through a crisis situation is in direct correlation to the existence and effectiveness of a number of program components (success factors) that collectively form an 'enterprise' Crisis Management Program. CRPC applies its proprietary 21 point 'CMP Critical Success Factor Model' used in part to assess a client's current state of preparedness.

CRPC will assess the existence, completeness and effectiveness of each critical success factor against an organization's current processes of in-crisis management and control. Operational recommendations would be established based on this overall assessment; then evaluated and finalized in a Crisis Management workshop with key stakeholders.

CRPC critical success factors (standards) include;

- ✓ program ownership / distributed operational responsibility,
- ✓ program and response priorities,
- ✓ crisis management organization (teams, mandate, participants, roles, designated backups, team leaders),
- ✓ enterprise and operational policies,
- ✓ applied principles of crisis management,
- ✓ in-crisis decision making,
- ✓ authority to act,
- ✓ application of alert levels,
- ✓ situational assessment & crisis determination,
- ✓ in-crisis 'event' documentation,
- ✓ tools to support teams and in-crisis processes,
- ✓ the in-crisis process (threat assessment through to event resolution),
- ✓ pre-event response planning,
- ✓ continuing education & training,
- ✓ geographical implementation,
- ✓ support of dependent sites,
- ✓ crisis command centre operations,
- ✓ compliance management,
- ✓ enterprise wide implementation,
- ✓ executive management and business leader awareness and support,
- ✓ operational integration with BCP, Technology Recovery and Incident Management Programs.

The proprietary CRPC Methodology is fundamentally based on the operational integration of the above to successfully:

- Reduce director, officer and senior management liability,
- Mitigate operational, reputational and financial risk,
- Lessen serious injuries and loss of life,
- Protect the organization's brand image,
- Minimize operational disruption,
- Manage rumours, speculation and the in-crisis misuse of assumptions,
- Minimize negative reaction of internal and external stakeholders.
- Manage and control threats or events to an acceptable conclusion.

## Capabilities Assessment and Strategy Development

### Objectives:

1. Identify strengths and weaknesses of the existing Crisis Management Program via the CRPC critical success factors.
2. Evaluate recommendations and / or alternatives to correct weaknesses / gaps in the existing Crisis Management Program.
3. Facilitate a Crisis Management Strategy Workshop to confirm required enhancements to the existing program(s).
4. Obtain management support and buy-in through awareness presentations.
5. Prepare detailed Crisis Management Program Strategy Development and Implementation Plans for review and approval.

### Project Steps and Deliverables

CRPC employs a structured and client-interactive approach to ensure not only a clear understanding of existing Crisis Management processes, but to make certain that all recommended enhancements will clearly have a measurable impact on the operational status of Crisis Management within the client organization.

### **Step 1 Assessment of Current Crisis Management Program**

Through a series of interviews and observations, CRPC will prepare an assessment of the existing Crisis Management Program. This step will be comprised of:

- A. A review of the current operating structure to gain a working understanding of the organization, its operating units, organizational structure, facility utilization and employee / contractor utilization.
- B. A general review of interrelated Crisis Preparedness Programs (Business Continuity Planning, Disaster (Technology) Recovery Planning and Incident Emergency Response Plans) will provide an overall understanding of crisis preparedness within the organization.

- C. A detailed review of the existing Crisis Management Program through interviews with key stakeholders (i.e. Corporate Security, Emergency Management and Business Continuity Management). The review will consider policies, mandate, program ownership, standards, response teams, in-crisis processes, execution experience, program exercising, documentation and company awareness. Known concerns, challenges and past recommendations will also be evaluated.
- D. An overall assessment and GAP analysis will be prepared based on the examination and conclusions drawn as a result of the existing program reviews and as compared to the CRPC 21 critical success factors. Recommendations and / or alternatives for resolution to the conclusions drawn will be formulated.
- E. A presentation / review will be developed and facilitated for review and approval of findings and conclusions of Step 1 and the plan, schedule and deliverables of Step 2.

## **Step 2 Development of Crisis Management Program Enhancement Strategy**

Through discussions and facilitation of an interactive planning workshop, a Crisis Management Program Strategy will be developed for review and approval.

- A. CRPC will develop a complete operational Crisis Management Program Strategy based on the CRPC 21 point critical success factors and the conclusions / decisions made from Step 1.
- B. CRPC will develop and facilitate a Crisis Management Program approval workshop to confirm enhancements to the organization's Crisis Management Program.
- C. CRPC will finalize a report reflecting the conclusions drawn from Step 1 and the decisions made from Step 2.
- D. CRPC and client personnel will develop detailed project plans, implementation schedules and project cost analyses of all subsequent project phases for review and approval.
- E. CRPC will engage principals of Business Continuity Planning and Technology Recovery Planning in a review of the planned Crisis Management Program to ensure all programs will be aligned as the enhanced Crisis Management Program is subsequently implemented.

### **Step 3 Awareness and Management Approval**

Depending on the extent of the changes, CRPC and client personnel will conduct a series of management presentations to generate awareness throughout the enterprise and to garner support for subsequent program development and implementation project phases.

- A. CRPC will develop a Crisis Management Program Awareness Presentation for review and approval.
  
- B. CRPC and client personnel will facilitate a Crisis Management Program Awareness presentation to management within the functional groups that would normally comprise the Crisis Management Organization. Awareness and support of the program is crucial to the program's eventual success.
  - Corporate Security
  - Human Resources
  - Corporate Communications / Public Affairs
  - Facilities Management / Real Estate
  - Health Services
  - Safety
  - Business Continuity Management
  - Information Technologies
  
- C. CRPC and client personnel will facilitate the Crisis Management Program Awareness presentation to the organization's Executive Management Team to create an understanding of Crisis Management, their role in managing a crisis and to obtain their critically required support for subsequent implementation.
  
- D. CRPC and client personnel will facilitate the Crisis Management Program Awareness presentation to the organization's Business Leaders (functional heads of departments / divisions) to promote the program and provide a general level of awareness prior to the program's implementation.

The primary purpose of these initial awareness presentations is to generate a working understanding of Crisis Management within the organization and to obtain the required management support to ensure a successful implementation.

## Why Use CRPC?

Crisis Management has only three operational priorities: 1) - to minimize serious injury and loss of life, 2) - to protect the company's brand image and 3) - minimize operational disruption. Every aspect of an organization's program, all team training and all in-crisis decision making must be aligned to these priorities. The CRPC Methodology is the operational link from priorities, objectives and a mandate to actually possessing the required capability.

- ✓ Client Crisis Management Programs based on the CRPC Methodology are currently implemented in organizations servicing 4 continents and over 100 countries.
- ✓ The CRPC approach is 'battle tested' having been successfully used by dozens of Crisis Management Teams to respond to terrorist attacks, hurricanes, floods, pandemics, earthquakes, monsoons, fires, violence in the workplace, chemical accidents and more.
- ✓ CRPC is dedicated to the provision of Crisis Management Advisory Services; our 20 years plus experience with numerous organizations means our clients benefit from our expertise and the experiences of others.
- ✓ The CRPC methodology and approach generates and maintains a high-level of exposure within an organization; exposure that will result in:
  - employee and management confidence in the program,
  - ensuring a focus on Crisis Management priorities is established, and
  - the creation of a meaningful attitude on the part of those who directly participate on the Crisis Management Teams.
- ✓ CRPC doesn't have a client list, we have a relationship list. Every organization we have provided assistance to has relied on our expertise time and time again. It is this 'relationship' we rely on to build the next relationship.
- ✓ Dennis Hamilton is the principal resource assigned to these projects. Dennis is internationally recognized as a preeminent expert and industry leader in corporate Crisis Management.
  - Over 20 years of Crisis Management advisory services experience.
  - Creator of the Enterprise Crisis Management Program Model, now implemented in industry leading organizations throughout the world.
  - Developed the first set of 'principles of operation' for Crisis Management, now the foundation of most Crisis Management Programs.

- Fellow and Honourary designations from the Business Continuity Institute.
- International experience in North America, South America, Asia and Europe.
- Conceived and developed concepts and strategies, now considered Crisis Preparedness standards applied globally.
- Principal architect crisis management software, now operating as ERMS Advantage.
- Founding member of the Disaster Recovery Information Exchange and BCI Canada.
- Developed strategies and services now considered as industry standards, including; BIA, remote transaction vaulting, full centre recovery and work area recovery.

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