



Safety Audit

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- A REGULAR BULLETIN ON RISK, DISASTERS, BUSINESS CONTINUITY PLANNING -

CRISIS MANAGEMENT PLANS AND POLICY - PRACTICAL STEPS FOR WRITING AND REVIEWING PLANS AND POLICY

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1. Successful Policy Preparation

Ten Point Checklist

- ❑ Create a Company Risk Profile
- ❑ List the hazards – short and long term
- ❑ List the Controls for each hazard
- ❑ Analyse the gaps in risk management
- ❑ Benchmark policies of similar corporations
- ❑ Check all legislative requirements
- ❑ Create Commitment Process for the Board
- ❑ Develop and test draft policy statements
- ❑ Communicate the policy to stakeholders
- ❑ Review crisis policy after incidents

Components of successful policy statement contents may include:

- ❑ Commitment at the highest level
- ❑ People
- ❑ Property
- ❑ *Business Continuity*
- ❑ Environment
- ❑ Company philosophy
- ❑ Top goals

Short Cuts to Policy Preparation:

Know the hazards and risk profile, build the policy to achieve goals that are sustainable and based on realistic measure of company capability.

2. Planning for Crisis Management

Three Questions for aspiring crisis managers:

- ❑ Are you planning for local, national, transnational or global crisis management
- ❑ Can you build the plan on a functional and operational analysis of the company that bases the crisis management on roles and functions rather than using specific persons
 - ❑ If yes –create an organic functional plan
 - ❑ If no - create a formal crisis plan that is dependant on high availability of specific persons.



- ❑ Do you have have a communications systems that can successfully operationalise the plan in a crisis

Ten Step Plan:

- 1 Daily Risk Management
- 2 Risk Notification – Emergency, Stand-by or Warning
- 3 Crisis Plan Initiated
- 4 Loss Assessment
- 5 Documents and forensic data secured
- 6 Stand-Down of Crisis
- 7 Hot Debriefing
- 8 Immediate Recovery Plan implemented
- 9 Crisis Plan Reviewed in Cold Debriefings
- 10 Rehabilitation of business, people and the environment

3. Crisis Management Roles

An example of a corporate team for a major threat:

- ❑ Chief Executive and executive assistant
- ❑ Senior Management Team or lead role by senior manager of the area that is disrupted
- ❑ Corporate Secretary
- ❑ Media Advisers
- ❑ HR Manager
- ❑ Information Technology Manager
- ❑ Emergency Communications Support
- ❑ Risk/Safety/Security management Representation
- ❑ Board Director

An example of an operation team for a major threat at a local level:

- ❑ Manager
- ❑ HR Representative
- ❑ Risk/Safety/Security Representative
- ❑ Team Leader from the business

Functional Roles

Examples of operational roles are:

- ❑ Crisis Operations Team Leader
- ❑ Risk Monitoring covering safety, security and business continuity
- ❑ Communications Coordinator
- ❑ HR Team leader
- ❑ Crisis Team Administrator

Documentation of Roles

- ❑ Manuals
- ❑ Checklists
- ❑ Action Cards
- ❑ Emergency Boxes/manuals
- ❑ Hot and Cold Sites
- ❑ On-Line Plans available to laptops
- ❑ Technical Information

Short Cut Notes :

Ensure that the roles cover all stages of the Crisis Plan from risk monitoring to Recovery. Appoint and train personnel and any number of deputised persons that are required to give 24 hour cover during normal operations and twelve hour shift cover during crisis operations.

4. Command and Control – Lines of Authority

Formal Organisational plans devolve authority down the line of control Reporting Lines generally follow normal reporting within the business

Organic plans create self-activated responses by individuals or teams at any location or at any level of the organisation. Reporting follows crisis requirements and is based on training of individuals and systems available to them for communicating within the corporation.

Forms if authorisation may be covered by some regulations – identify these

Emergency access or movement within controlled perimeters may require authorisations in conjunction with emergency services

Short Cut Notes:

Provide authority in advance to cover critical functions of managing crisis financial needs for mitigation, immediate recovery, and personnel emergency funding,

evacuation and emergency accommodation

Provide authority or advice in advance to cover basic structure and contents of

statements for the media, shareholders or clients

5. in-Country Management and Global Management of a Crisis – Systems

HAZMAN, Hazard Management System, an On-Line Package for crisis management.

The on-line package is tailored to meet the corporation's crisis management at the local, national, regional or global levels. The crisis management plans are operated for local disasters, health and safety incidents, major incidents and extreme events that threaten life and business continuity at local, national or global operations of a corporation.

1.RiskMan Risk management (RiskMan)– daily risk

- ❑ Allows management to keep track of Key Personnel, assess and report on their exposure to risk and protection measures implemented. The risk level indicator runs from High to Low.
- ❑ Allows management at local, national, global levels to cover risks to production and provide a report on the current risk analysis to national or global levels of the corporation

2 EvacMan Evacuation Manager (EvacMan) -

Plans, manages and records all aspects of emergency evacuation in case of fire, storm, terrorist attack etc. Produces a tailored planned response to incidents including plans of buildings.

3.CrisisMan Crisis management –

Activation of the Crisis Plan, crisis roles, communications contacts

4. CasMan Casualty Management –

Records details and provides first line management of casualties, handles all workplace injuries and incident descriptions, witness statements and injury details.

5. NOK Next of Kin Management –

in the event of serious injury involving hospitalisation

6. TRITON Database –

electronically updated information and analysis of current terrorist threat for all countries

Also in the package are: forensic management, logging for crisis information and tailored reports for each level of the corporation.

Reference Source: www.hazmansol.com

6. Training in Leadership and Emergency Management

Organic plans are designed to enable each individual and business operation to manage risk as an ongoing activity. A comparison of an organic plan to a traditional contingency plan would be like comparing a neural net to a radio channel. An organic approach is like a neural net where an intricate pattern of signs and responses by individuals come together in a matrix in comparison to a single channel of transmission.

Traditional plans utilise formal lines of information to transmit communications about risk and crisis response whereas organic plans utilise all the information that is available in the environment to stimulate the crisis response.

Checklist of Options for Training :

- Tabletop Exercise
- Floor Model Exercise
- Computer assisted Simulation
- Exercise
- Communications Exercise
- Walk through Exercise
- Modular Exercise
- Field Exercise
- In-situ work based team training
- On-Line Training
- Traditional training lectures

Short-Cut Notes:

Leadership training at the operational level can be advanced by forward command training exercises using floor models of sites or business operations or computer assisted simulation exercises.

7. Audit, Evaluation and Internal Review

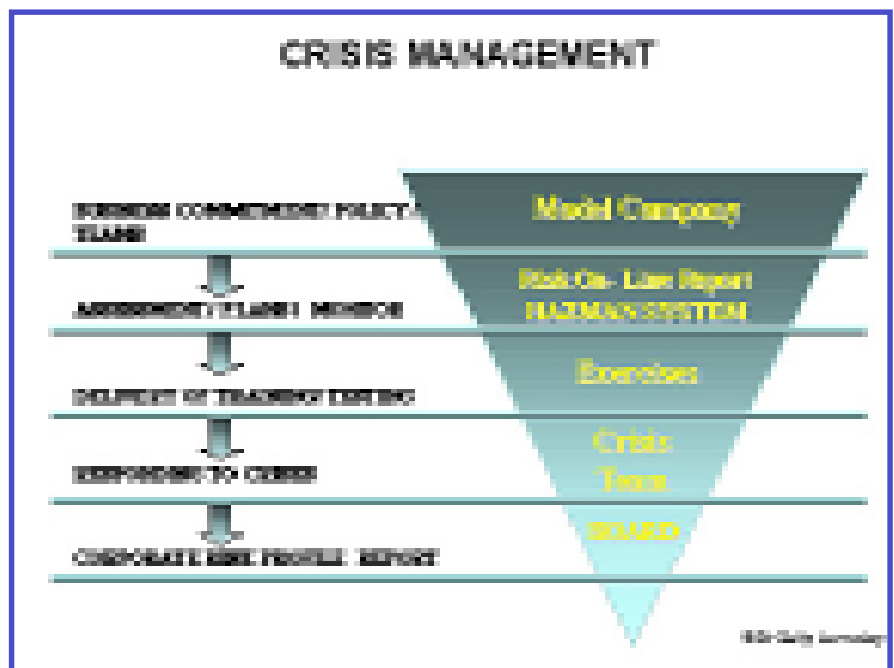
Ten steps in Evaluation: (an example)

- 1 How is the crisis management programme documented
- 2 How well is the programme integrated within daily operations
- 3 Who reports and how?
- 4 Has the Crisis Management Team Leader personally exercised the team
- 5 Does the programme meet regulatory requirements
- 6 Is there a documented risk assessment
- 7 Does the programme cover response to all identified hazards
- 8 What are the regular audit requirements
- 9 What is the status of the crisis management procedures
- 10 Is there a record of each individual's participation in training, exercising and crisis response

Short-Cut Notes:

Evaluation of programmes is essential and additional to regular auditing functions.

Evaluation tests the programme against current risks and responses and capabilities and produces recommendations to maintain the readiness and effectiveness of the programme.



8. Creating a Flexible and Organic Plan to Manage Emergencies

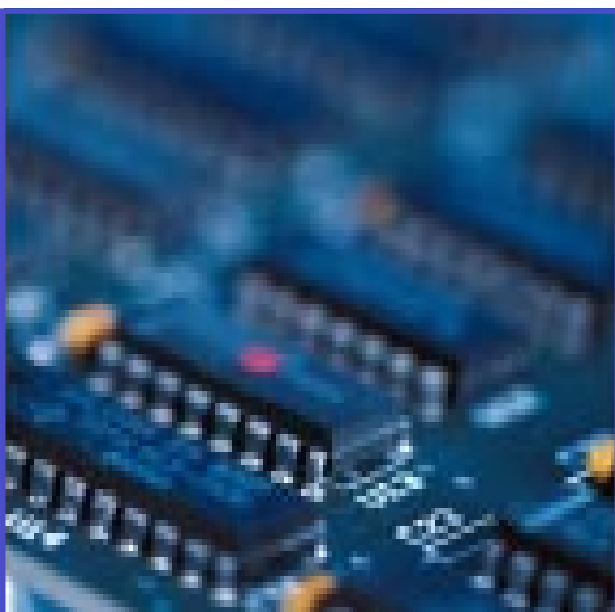
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The characteristics of an organic plan are:

- ❑ Measurement of risks in the environment are ongoing
- ❑ Risk perception of the individual is applied to the situation
- ❑ Responses are pre-conditioned by exercising and training
- ❑ Command, Control and Coordination are through dispersed networks rather than line operations
- ❑ Team leadership is crucial to protection of people at the local level
- ❑ Individual plans for self protection, business protection and response to incidents are integrated into the corporate business continuity

Short Cut Notes in Conclusion:

The challenge for managers is to create operational responses that not only look effective, but actually work in a crisis. Organic crisis plans will use all available information from security, risk, safety and business continuity management to create a seamless crisis management operation at the local, national, regional or global level.



The Author:

Dr Sally Leivesley read for a PhD at the University of London based on research into major loss events. She has trained with the Home Office as a Scientific Adviser in nuclear, chemical and conventional explosions and in advanced radiobiology. She has specialised in risk, business continuity and extreme events. Operations covering risk and business continuity in industries since 1976 include: banking and financial services; media; bulk storage; shipping; rail; retail; coal, gas and fuel- oil power stations; petrochemicals; gas; underground and open-cut mines; pharmaceuticals and food manufacturing. She has worked extensively with media teams in exercising extreme events and news coverage. Assessments have been made of the Channel Tunnel, the Thames Barrier, and reports have been prepared following Chernobyl and Three Mile Island. She provided a workshop on the Twin Towers attacks to CompSec2001 on the Twin Towers. In 1997 she exercised an American multinational manufacturer on loss of global headquarters from a 727 flying into a tower building and in the past five years has undertaken anthrax and chemical exercises with critical facilities and companies.

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