



Successful Crisis Management for Your Organization

May 2017

Agenda

- + Introduction and housekeeping
- + Disaster lessons
- + Options to organize your team
- + Four Essentials
- + Critical Event Management



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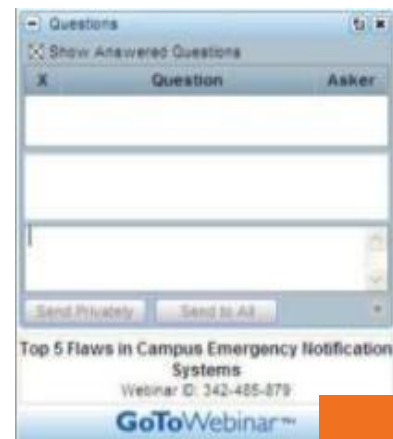


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PROFESSIONALS GROUP ON LINKEDIN



Housekeeping

QUESTIONS



USE THE Q&A FUNCTION TO SUBMIT QUESTIONS

Introduction – Our Presenters



Regina Phelps
Founder
Emergency Management & Safety Solutions



William Penfield
Demand Generation
Everbridge

Critical Event Management

Too much noise
Too many tools
Too many info silos
Too time consuming
Too much at **RISK**





Successful Crisis Management for Your Organization



Agenda

- Disaster Lessons
- Options to Organize Your Team
- Four Essentials:
 - Team Structure: Roles and Responsibilities
 - Incident Assessment Process and Team
 - Incident Action Planning
 - Effective and Timely Communications
- Successful Crisis Management



Disaster Lessons



Disaster Lessons to Remember

- Declare the disaster and activate as early as possible.
- Staff initially to a high-enough level.
- Issue clear and consistent instructions to staff.
- Delegate authority to those who have been tasked.
- Assume and plan for some degradation in team members, plans, and/or systems over time.
 - In other words, closely monitor effectiveness.





Disaster Lessons to Remember



- Avoid two common syndromes:
 - “Been there done that!”
 - “We’re a really smart group and we’ll figure it out when it happens.”
- Make decisions; keep moving forward.
 - Make changes when necessary, and keep moving.
- Keep aware of what is going on, maintain situational awareness.
- Communicate, communicate, communicate.



Disaster Lessons to Remember

Repeat after me:

“I will never, ever, never forget about social media, and the power of an individual to change my company’s life forever.”



*Dr David Dao being forcibly dragged off a United Airlines flight, 4/9/17.
(Still capture from video on CNN.com.)*

Activist Asian

Stop
Brutality

Unfriendly Skies Chi

Không Ai Nên
Bị Đối Xử
Như Vậy

STOP BRUTALITY FROM
LAW ENFORCE

UNITED
Wheelchair Center

STOP
BRUTALITY

AMERICANS

Build

8 TYPES OF CORPORATE APOLOGIES

MISTAKES
WERE MADE.



NON-APOLOGY

SILENT TREATMENT

LET'S CALL IT
"RE-ACCOMMODATE"



CORPORATESE

CONDITIONALLY
WE'RE ^ SORRY v

NOTWITHSTANDING, THIS
DOES NOT CONSTITUTE A
STATEMENT OF LIABILITY.

LEGALESE

IT WAS SOMEBODY
ELSE'S FAULT.



FINGER POINTER

AT LEAST
WE'RE
NOT UBER.



DEFLECTION

WE DEEPLY REGRET
THAT THIS HASN'T
BLOWN OVER.



FAUX-SINCERE

WE APOLOGIZE
FOR OUR
PREVIOUS
APOLOGIES.



REDO

TOM
FISH
BURNE

Options to Organize Your Team





Organizing Your Team

- Most companies create a “tactical” team and a “strategic” team.
 - Tactical team members represent key departments.
 - Strategic team members are (usually) the executives.
- Is your tactical team structured like:
 - Your “usual” reporting structure?
 - The Incident Command System?
 - Something else?



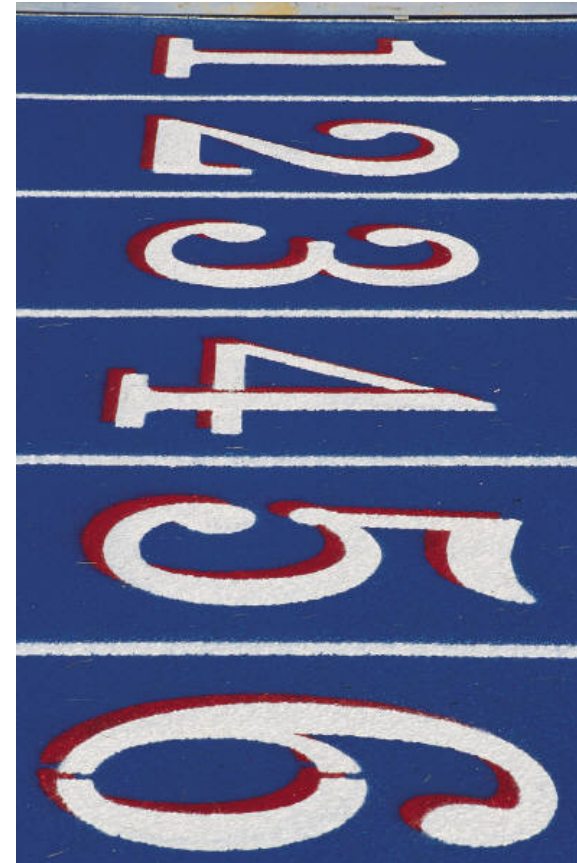
“Usual” Reporting Structure

- Plus:
 - It’s what you know.
- Downsides:
 - Span of control may be too large for effective management.
 - There may be too many silos of responsibility to be efficient.
 - There might be a duplication of effort, or things may get missed altogether.
 - There may be no clear authority.



Six Cs of Crisis Management

- In a crisis, six things are needed to manage effectively:
 1. Command.
 2. Control.
 3. Collaboration.
 4. Coordination.
 5. Communication.
 6. Consistency.



Four Essentials





Four Essentials

- For your team to be great, four things must be in place.
The team must:
 1. Know their roles and responsibilities.
 2. Have a clear incident assessment process, team, and escalation strategy.
 3. Know how to develop an action plan.
 4. Be able to develop and issue timely and responsive communications.

Team Structure: Roles and Responsibilities





Out of
Danger
Comes
Opportunity

Incident Command System

- The Incident Command System (ICS) was developed in response to a series of fires in Southern California in the early 1970s.
- It is used by the public and private sectors across the U.S. and in many parts of the world to manage incidents.
- Since 2005, all federal, state, county, and city agencies and departments are *required* to use ICS.

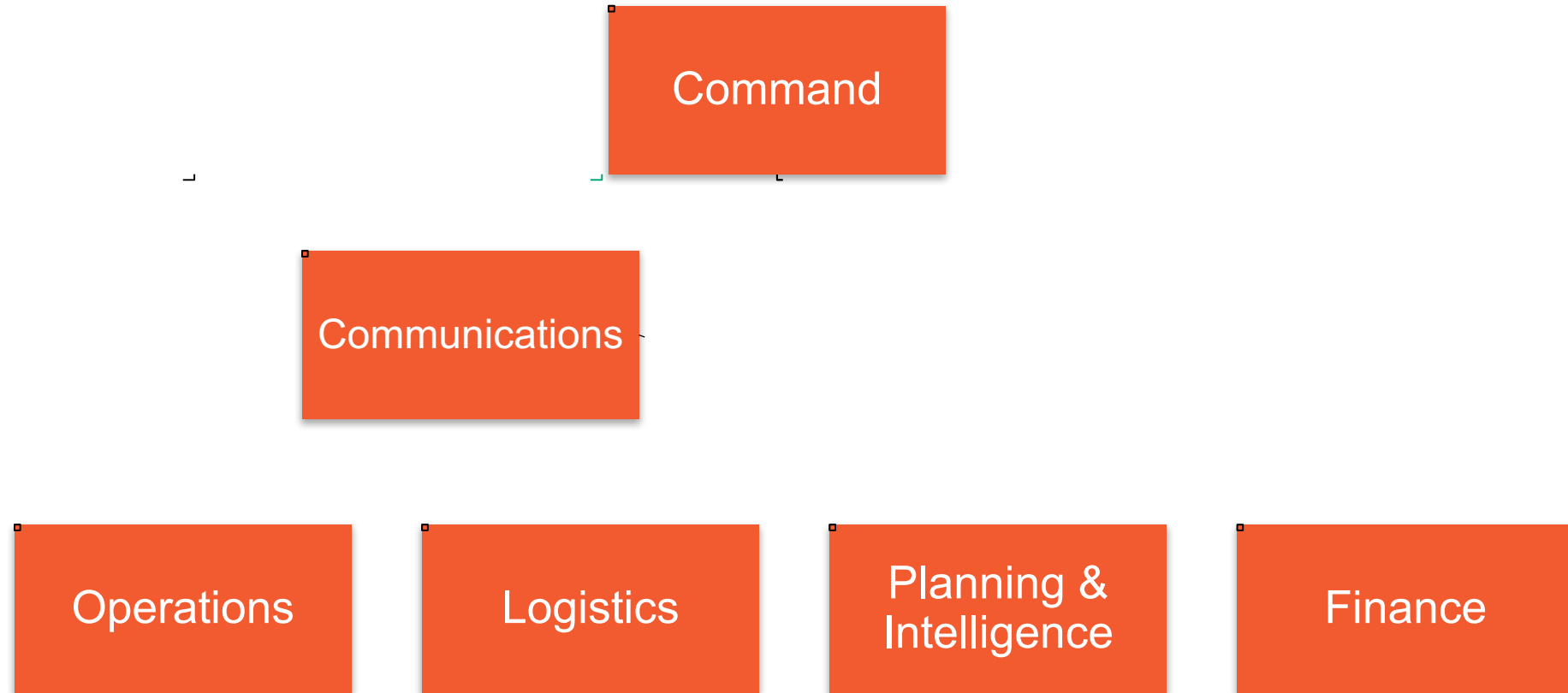


AP / Rob Curtis



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Danger
Comes
Opportunity*

Emergency Management & Safety Solutions





Your Team's Structure, Roles, and Responsibilities

- Be sure that your plan has:
 - Clearly defined roles and responsibilities for everyone in your team.
 - Checklists for all positions.
- Also make sure that your plan and checklists fit your expected risk profile, your likely activations.



The Role of the Executives

- Ideally, they are *not part* of the *tactical* Crisis Management Team.
- Executives have four overall *strategic* responsibilities:
 1. Providing strategic and policy oversight.
 2. Approving large expenditure requests.
 3. Acting as senior statesperson (relationship manager) to all key stakeholders: employees, major customers, investor community, Board of Directors, etc.
 4. Acting as media spokesperson, if the situation warrants it.

Incident Assessment Process and Team





Who? And What?

- Who... comes together when an incident occurs?
- Who... makes the decision to activate plans and teams?
- What... is the criteria that they use?
 - Is this documented?
 - Is it practiced?





Incident Assessment Team (IAT)

- Determine who should be on the team.
- Team's responsibilities:
 - Conduct initial assessment.
 - Review the criteria and escalation strategies for plan activation.
 - Determine whether to activate plan.
 - Note: Any of the members can activate the plan and the team.
- Communication:
 - Determine if the team should meet virtually at first via a conference bridge.
 - Identify where the team will physically meet when it's feasible/possible.



Situational Awareness

- First, gather "situational awareness."
 - What do you know?
 - What is impacted?
 - Which facility? Other locations?
 - Are employees injured?
 - Are customers, visitors, or vendors affected?
 - Are there impacts to the business?
 - What about impacts to the organization's reputation?
 - What is the effect of the incident?



Initial Discussion

- What type of event is it?
 - Local event? Example: Limited power outage, fire.
 - Regional event? Example: Flooding, earthquake.
 - National event? Example: 9/11.
 - International? Example: Tsunami, flooding, typhoons.



Five Initial Topics to Discuss

- **People:** Are lives in danger? Is there a life safety issue? Is there an impact to your employees, customers, vendors, or visitors?
- **Facilities/Critical infrastructure:** Is a facility or critical infrastructure component at risk?
- **Technology:** Is there a disruption of technology services (e.g., telecom, network, data center)? Is there an information security issue?
- **Business:** Are you able to perform your mission-critical business activities? Does the event impact your customers? Does the situation have a significant financial impact to the company?
- **Company or facility reputation/brand/mission-critical activities:** Does the event have an impact on the organization's or facility's reputation? Does the situation have significant impact to customers or employees?



Activation Matrix

	People	Facilities	Technology	Mission- Critical Activities	Reputation /Brand
Your Facility					
Other Locations					
Regional Event					
National Event					
International Event					



Assessment Process

- What is the severity level?
- Does the incident meet activation criteria?
 - If yes:
 - Activate the Crisis Management Plan (CMP).
 - Activate the Emergency Operations Center (EOC).
 - Determine if it should be in the primary or secondary location, or if it should be a virtual EOC.
 - Once the team is activated, the IAT folds into the Crisis Management Team.
 - Inform the Executive Crisis Management Team.
 - If no:
 - Should the situation be monitored?
 - If yes, determine who on the IAT is in charge of monitoring, when the next briefing will be, and where will it be held.
 - If no, follow up using standard business practices.



Developing Incident Action Plans



Incident Action Plan

- An IAP contains:
 - Overall incident status / situational awareness.
 - Specific strategic objectives and any necessary supporting information.
 - Assignment of responsibility for each objective.
 - Date and time of the next operational period.
- The IAP should be written:
 - This allows for less confusion and miscommunication.
 - It can be easily shared.



Steps to Build an IAP

1. Assess the incident situation. Report the current status of the event. Gather situational awareness.
 - Know where you will get your information: Employees, vendors, government, traditional media, social media.
2. Establish strategic incident objectives.
 - Ensure that necessary resources are available to complete the tasks.
3. Assign all objectives (to a team or individual).
4. Determine the operational period (when you will meet again).
5. Communicate the plan to all identified stakeholders.



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Danger
Comes
Opportunity*

Effective and Timely Communications





Effective and Timely Communications

- Effective and timely communications don't just “happen.” They take careful planning and the right tools.
- What you need:
 - A Communications plan that includes authorities.
 - Pre-written templates.
 - The right tools.



Communications Plan

- The Communications plan should clearly outline:
 - Who can write the communications.
 - Who can edit them.
 - Who approves them.
- We think there are three levels to consider:
 - Emergency communications.
 - Tactical communications.
 - Strategic communications.



Pre-written Templates

- Pre-written and pre-approved communications templates are needed in order to have a timely response.
- These templates can be in the three major categories mentioned in the previous slide:
 - Emergency communications.
 - Tactical communications.
 - Strategic communications.



The Right Tools

- Determine what tools you will use in the crisis. What are your options?
 - Public address system.
 - Voice, email, text, website.
 - Emergency notifications system (ENS) that can reach:
 - Mobile phone (calls and SMS messages).
 - Office phone.
 - Home phone.
 - Work and home email.

**Successful
Management of a
“Routine,” “Crisis,” or
“Emergent Crisis”
Requires...**





Successful Crisis Management

- Successful crisis management can be achieved by having:
 - Clearly defined and documented team process.
 - Clear team roles and responsibilities.
 - Defined initial assessment team and process.
 - Written IAPs for all plan activations.
 - Written communications plan with pre-written templates and effective delivery tools.
 - Regular training and exercises to increase familiarity and competency.



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Thank you

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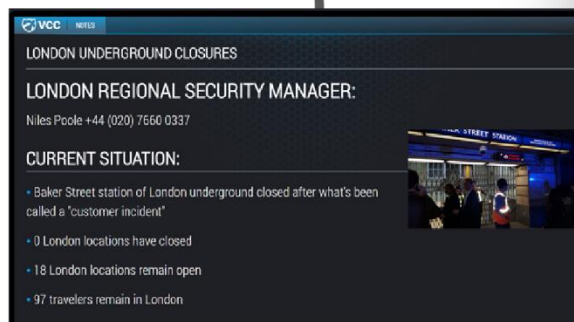
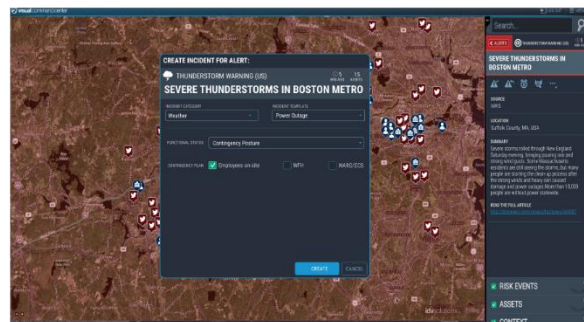
www.ems-solutionsinc.com



Everbridge Critical Event Management



Critical Event Management



Visualize & Orchestrate



Critical Event Management Yields



Better management control + Less disruption + Lower cost

Security

IT
Operations

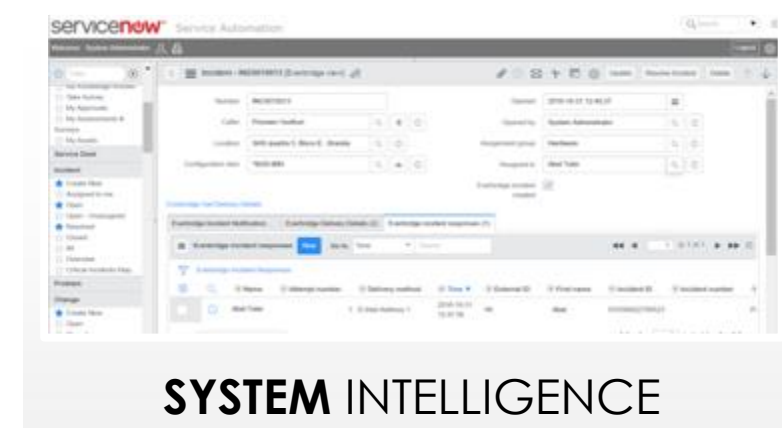
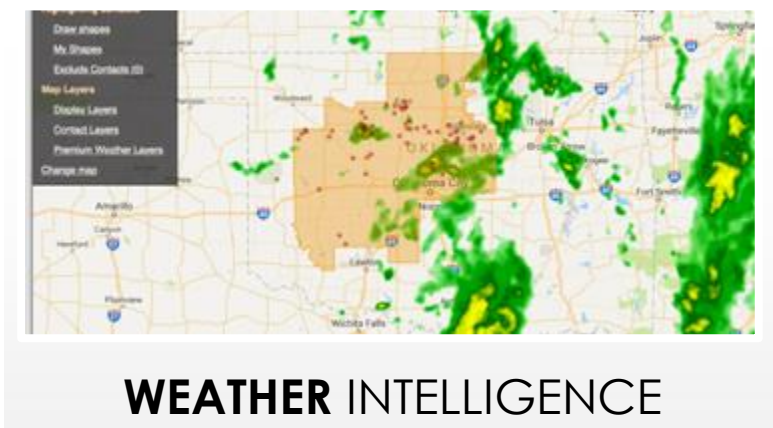
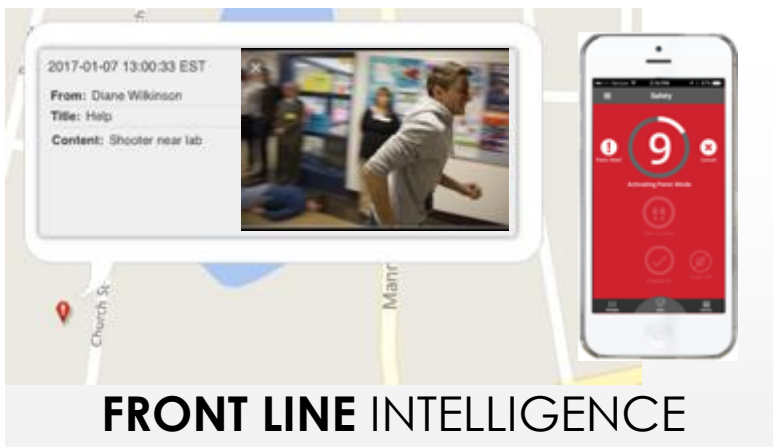
Business
Operations

Supply
Chain

ASSESS: What is happening? What is the impact?



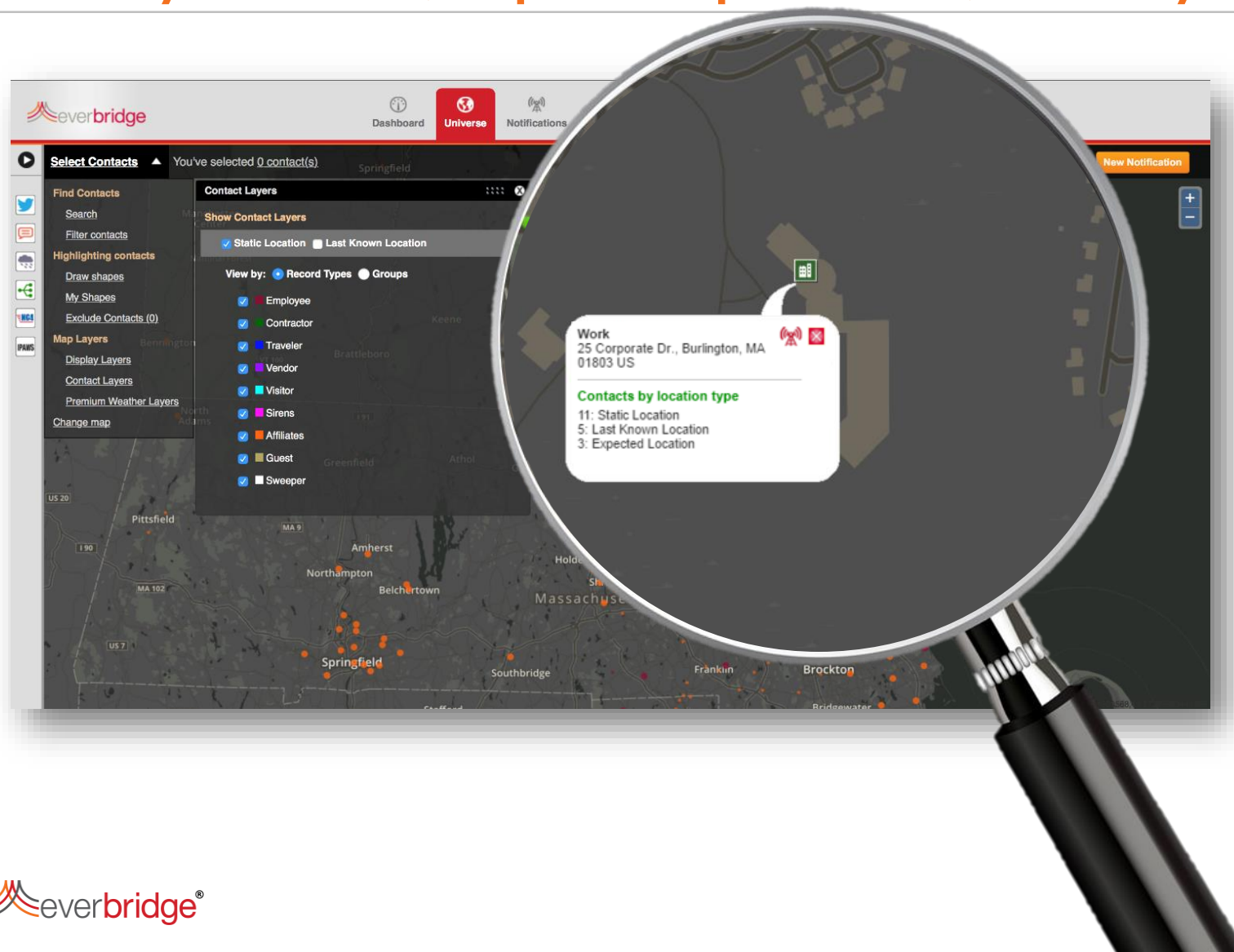
Determine the likelihood, severity, and impact



LOCATE: Who is in harm's way? Who can help?



Identify resolvers, impacted personnel, and key stakeholders



Static Location



Last Known Location



Expected Location



Availability and On-Call



Skills or Needs

ACT: Which team members need to act?



Automate Incident Response

The screenshot shows the Everbridge Incidents interface. At the top, there's a header with the Everbridge logo and a red 'Incidents' button. Below the header, a breadcrumb trail reads 'Incidents > Launch Incident'. The main section is titled 'Launch Incident' and 'Step 1 (of 2) - Select incident & enter details'. It features a search bar for 'Search template and scenario'. On the left, there's a sidebar with 'Scenarios' and 'Individual Incidents'. Under 'Scenarios', 'Active Shooter on Campus (2)' is selected. Under 'Individual Incidents', 'IT Alerting' is expanded, showing 'AA', 'Active Shooter - Public Notification', 'Active Shooter - SWAT Team', and 'Compass'. The main content area shows the details for the 'Active Shooter on Campus' scenario. It includes a 'Current Time' field with the value '14:18:28', an 'INCIDENT DETAILS' section with the text 'Two armed suspected were spotted getting into West Campus. Police are coming to secure the campus.', an 'Incident Title' field with the value 'Active Shooter On Campus', and a 'Message Sender' field with the value 'Jason Smith'. A 'Send 2 Template(s) Now' button is at the bottom. To the right, a list of 'Templates in this Scenario' includes 'Active Shooter - Public Notification' and 'Active Shooter - SWAT Team'.

Automate:

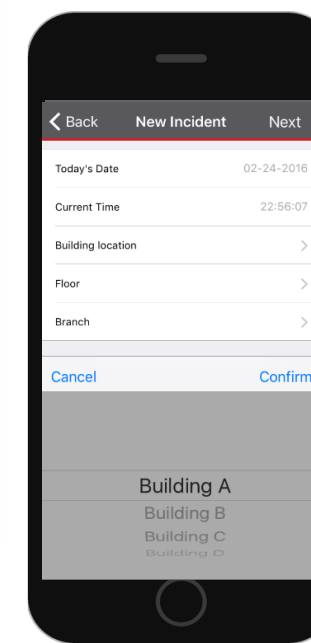
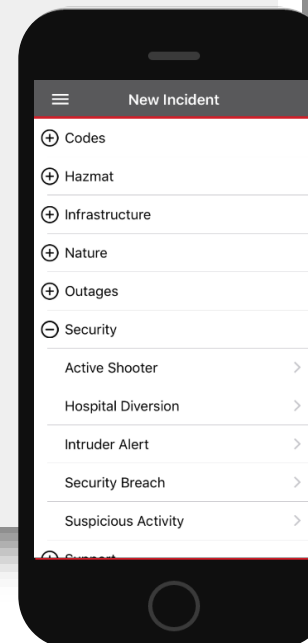
Standard Operating Procedures

Escalation policies

Best Practices

Response team and device activations

Collaboration



ANALYZE: Which team performed best?



Which tasks took too long? What Resources were missing?



BENCHMARKS



AFTER ACTION REPORTS



DETAILED NOTIFICATION ANALYSIS



TEAM PERFORMANCE



OPERATIONAL RESPONSE

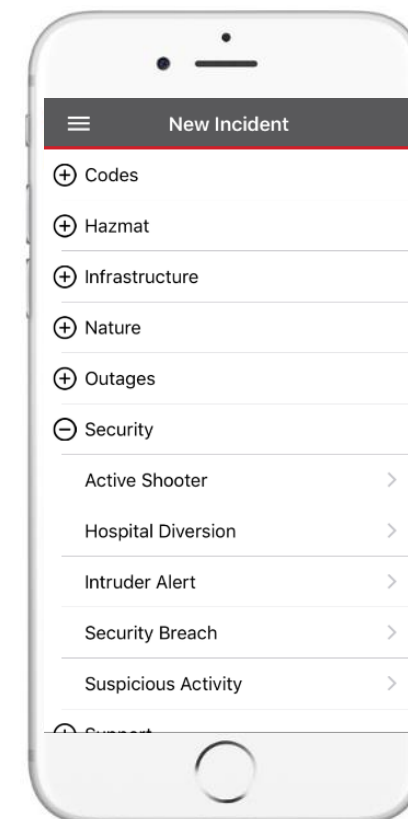
COMMUNICATE: What should employees do?



Notify employees on what action to take and keep stakeholders informed



Employee
Initiated



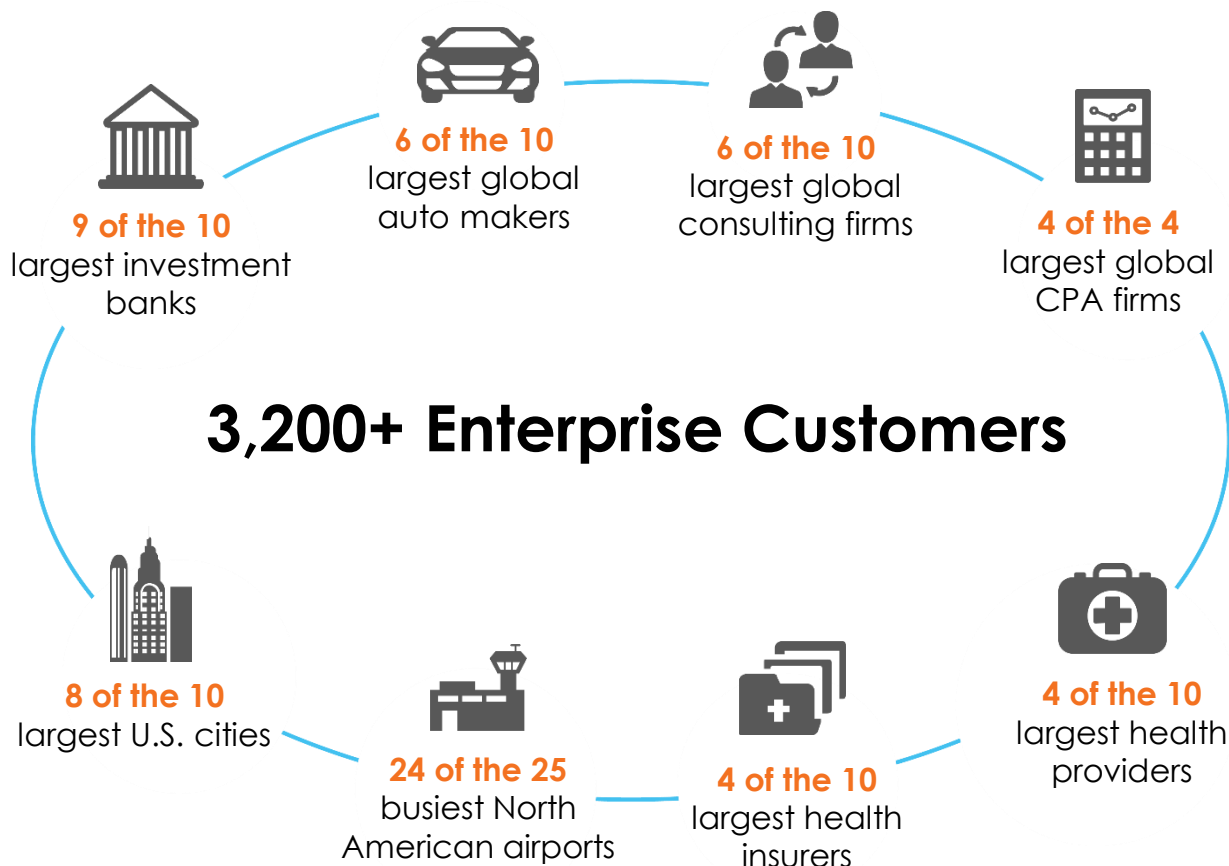
Organization
Initiated

Everbridge for Critical Event Management

Many types of **EVENTS**



Many different **CUSTOMERS**



3,200+ Enterprise Customers

Contact Us:

Everbridge
marketing@everbridge.com
818-230-9700

QUESTIONS

USE THE Q&A FUNCTION TO SUBMIT QUESTIONS



Thank you for joining us today!

If you'd like to request a demo of the Everbridge Platform please visit www.Everbridge.com/request-demo.

Learn about Everbridge Safety Connection by visiting www.everbridge.com/product-safety-connection



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