Preparation for and management of crisis situations (examples of accidents, evacuation risk, evacuation simulation)

Kolioussis, Ioannis
Papadimitriou Stratos
Ernestos Tzannatos
Department of Maritime Studies
University of Piraeus
Today’s Agenda

• Definitions of Emergency & Crisis
• Introduction to Crisis & Crisis management
• Some practical Examples
Today’s Agenda

• Definitions of Emergency & Crisis
• Introduction to Crisis & Crisis management
• Some practical Examples
Crisis happens more than we imagine...

...but we only experience what affects our own lives!
Definition of Crisis

An event that by its nature or its consequences:

- constitutes a threat to vital national interests or to the essential needs of the population;
- prompts rapid decision making;
- demands coordination between different departments and organisms

“A crisis is anything that has the potential to significantly impact an organization”
Crisis: A working definition

- subjective, based on perception of:
  - threat to one or more of an individual's or organization's basic values or missions,
  - finite time to make decisions and take action, and
  - lack of “standard operating procedures” or inability to implement SOP to address the situation

Diagram:
- Low probability
- High impact
- Uncertain/ambiguous causes and effects
- Differential perceptions
1. Crisis Types
2. Crisis Mechanisms
3. Crisis Systems
4. Crisis Stakeholders

To Enact Is NOT To React
To Enact Is To Be Proactive

Mitrof, Ian, “Comprehensive Crisis Management”
Today’s Agenda

• Definitions of Emergency & Crisis
• Introduction to Crisis & Crisis management
• Some practical Examples
Some common features of a crisis:

- The situation materialises unexpectedly
- Decisions are required urgently
- Time is short
- Specific threats are identified
- Urgent demands for information are received
- There is sense of loss of control
- Pressures build over time
- Routine business become increasingly difficult
- Demands are made to identify someone to blame
- Outsiders take an unaccustomed interest
- Reputation suffers
- Communications are increasingly difficult to manage
What is “Crisis Management”

• The overall coordination of an organization's response to a crisis, in an effective, timely manner, with the goal of avoiding or minimizing damage to the organization's profitability, reputation, or ability to operate.

• Crisis management involves identifying a crisis, planning a response to the crisis and confronting and resolving the crisis.

• Crisis Management
  • Prevents a crisis from becoming a catastrophe,
  • Is a system or a methodology of solving crisis situations
  • Is a set of people assigned the responsibility to resolve problems through crisis situations

A crisis is like a virus, the effects can be sudden, insidious, infectious and extremely dangerous...
Crisis management objectives

- Reduce tension during the incident;
- Demonstrate corporate commitment and expertise;
- Control the flow and accuracy of information;
- Manage resources effectively.
How Crisis Management works

Purpose
• Prevention
• Survival
• Successful outcomes

Key Success Factors
• Has organisational capacity been restored?
• Have losses been minimised?
• Have lessons been learned?

Communications
• Effective
• Addressing all stakeholders groups
Crisis Planning

• Assess risks
• Produce plans
• Define roles and responsibilities
• Appoint crisis management team
• Draw up communication plan
• Produce contact and organisation chart
• Promote crisis-ready culture
• Publish plans and conduct training
• Test, review and practise
PRE-CRISIS ACTIONS AND PREPARATIONS

• Crisis is no time to find yourself on a learning curve.
• Build community measures and emergency procedures beforehand
• Crisis may occur at any time
• Pre-crisis actions costs usually are a fraction of the costs of losses
• Don’t underestimate the damage a crisis can do and the costs it can have
• Emergency Procedures
• Staff awareness
• Network of experts for urgent meeting/advice
• Standard Commission Decisions (safeguard clauses) ready in all official languages
The Crisis Life Cycle

- Stage one: The Storm Breaks
- Stage two: The Storm Rages
- Stage three: The Storm Passes

Based on “Crisis & Risk Management for Companies” by Rania A. Azmi
1- The Breaking Crisis

• Control seems to be slipping out of the company.

• Lack of solid detail about the crisis. Hard-to-provide information demanded by the media, analysts and others.

• Temptation to resort to a short-term focus, to panic and to speculate.

• For a period of time, everyone loses perspective.

Based on “Crisis & Risk Management for Companies” by Rania A. Azmi
2- Spread and Intensification of Crisis

• Speculation and rumours develop in the absence of hard facts.

• Third parties - regulators, scientists and other experts – add weight to the climate of opinion.

• Corporate management comes under intense scrutiny from internal and external groups.

Based on “Crisis & Risk Management for Companies” by Rania A. Azmi
3- Rebuilding Needs

• To manage reputation. There are opportunities in a crisis to build positive perceptions of the company or product that last beyond the crisis period.

• Company communication/ culture. The company embarks on a long-term programme to tackle management issues and communication problems that exacerbated the crisis.

Based on “Crisis & Risk Management for Companies” by Rania A. Azmi
A key thought

• Good crisis management is essential...
• ...but we always have to have a substitute for daily risk management processes
The LNG risk management process

The LNG sector’s risk management process should focus on:

• Knowledge of the product
• Knowledge of the stakeholders
• Structure and documentation
• External risk mitigation
• Crisis management
Why?

• Despite a solid risk management process, there will be problems
• Simply put we cannot predict all crisis events and protect against them
• We have to be prepared to deal with a crisis event
• We have to be ready to take immediate action, identify and assess issues and options and obtain expert advice as needed
Crisis Communications

• Good communication is the heart of any crisis management plan.

• Communication should reduce tension, demonstrate a corporate commitment to correct the problem and take control of the information flow.

• Involves communicating with a variety of stakeholders:
  • the media,
  • employees,
  • neighbours,
  • investors,
  • Regulators,
  • Lawmakers, and
  • Many others...
Today’s Agenda

• Definitions of Emergency & Crisis
• Introduction to Crisis & Crisis management
• Some practical Examples
Some examples

• Event Led Crisis
• Issue Led Crisis
Event Led Crisis

Event leading to significant:
- Loss of life or injury to People
- Harm to the Environment
- Damage to a Asset or business
- Impact on Reputation

- Well blowouts
- Pipeline emergencies
- Marine vessel emergencies
- Plant emergencies
- Transport emergencies
- Security threats

http://www.maquettes-marmar.net/fichemaq/ab_flandre/erika1.jpg
https://thenypost.files.wordpress.com/2014/10/bp-spill_.jpg
Event Led Crisis

- Major Operational Emergency
  - Multiple Fatalities
  - Extensive Asset Damage
  - Major Oil Spill
- Shipping / Marine Disaster
- Terrorist Attack(s)
- Imagine these with:
  - Major public impact
  - Hostile Media / NGO Interest
  - Others (lobbyist) using for their Agenda

MAERSK ALABAMA HI-JACK
Issue Led Crisis

• Environmental mismanagement
• Allegations of corruption
• Poor governance
• Double standards
• Political instability
• Security problems

• Particularly when leads to:
  • Loss of stakeholder confidence
  • Targeting by media or NGO’s
  • Adverse public reaction
Phases of a Crisis

THE CRISIS LIFECYCLE

PRE-CRISIS
ACUTE CRISIS
CHRONIC CRISIS
CRISIS RESOLUTION

INCIDENT
EMERGENCY RESPONSE
CORPORATE CRISIS
EMERGENCY RECOVERY

MINUTES
MINUTES & HOURS
HOURS & DAYS
DAYS, WEEKS & MONTHS

Source: “Marine Conference on Safety & Survival Emergency Response & Crisis Management” International Association of Safety & Survival Training (IASST) 22nd November 2005
Emergency Response & Crisis Organisation

Source: “Marine Conference on Safety & Survival Emergency Response & Crisis Management” International Association of Safety & Survival Training (IASST) 22nd November 2005
On-Site Emergency Organisation

- On-Scene Commander
- Emergency Response Team
  - Process Control Team
- Asset Protection Team
- HAZMAT Team
- Muster Team
- Medical Team
- Psychological support team
- Legal Team
Corporate Crisis Management Team

- Crisis Manager – MD/CEO/Chairman
- Security Director
- Legal Director
- Gov Affairs
- External Affairs
- HR Director
- Emergency Coordinator
- Finance Director
Site Response

Detection & Alert

On-Site Control

Off Site Mitigation

Casualties

Evacuation

Recovery

Shut Down

COMMAND & CONTROL TEAM

Emergency Management

Mobilisation & Set Up

What’s Happening

What Could Happen

What’s Needed

On Site / Off Site

Getting It There

Casualties / Evacuees

Community

Involved Stakeholders

- Relatives; Community;
  Government; Media

Emergency Over

Clean Up & Investigation

INCIDENT MANAGEMENT TEAM (IMT)

Crisis Management

Support Needs /Action

Information Assembly

Recognition of Issues

Stakeholder Analysis

Technical Strategy

Comms Strategy

Implementation

Feedback

Resolution

Monitoring

CRISIS MANAGEMENT TEAM (CMT)

Source: “Marine Conference on Safety & Survival Emergency Response & Crisis Management” International Association of Safety & Survival Training (IASST) 22nd November 2005
Some principles Command and Control

The C4I Principle:
• Command
• Control
• Communicate
• Computers
• Intelligence
Tactical Response

• Emergencies are handled safely and effectively when responders are dependent on a predetermined and approved system for managing the event

• Crisis management should follow risk management principles
Tactical Response Steps

- Identify the problem
- Site management and control
- Hazard and risk evaluation
- Assign, prepare personnel
- Information management and resource coordination
- Implement response objectives
- Decontamination and clean-up operations
- Terminate the incident
Crisis Communications - Overall Strategy

- Type
- Importance

- Company
- Incident
- Impact

- Are we clean?
- Responsible/Liable?
- Can we help?

- Who?
- How?

- Competence
- Training

- Record message
- Monitor reception
- Gauge results

Diagram:

1. Identify Audiences & Interests
2. Collate Information
3. Assess Position, Identify Questions
4. Choose Medium and Spokesman
5. Go Out With Message
6. Listen to Audience/Answer Concerns
International Law

- International Code for Security of Ships and of Port Facilities (ISPS)
  - Security Assessments
  - Security Officers
  - Training and Exercises
  - Certification of Ports & Ships by Governments
International Maritime Law

- Safety of Life at Sea, (SOLAS), 2001 incl 2000 amendments
- Standards of Training, Certification, Watchkeeping (STCW), 1995
- Prevention of Marine Pollution, (MARPOL 73/78), 2002
- Oil Pollution Preparedness, Response & Cooperation (OPRC)
- 1969 Civil Liability for Oil Pollution Damage (‘1969 CLC’)
- 1971 Establishment of International Fund for Compensation for Oil Pollution Damage ‘1971 Fund Convention’
- 1992 Civil Liability Convention (‘1992 CLC’)

Co-financed by the European Union
Trans-European Transport Network (TEN-T)
TrainMoS II
End of Session

Thank you for your attention!

Q&A
More info?

igk@unipi.gr