Crisis Management & Business Continuity
Introduction

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Disclaimer: The opinions expressed in this presentation and on the following slides are solely those of the presenter and not necessarily those of NU-Q.
Discussion points

• H&S background
• Emergency Management v Crisis Management
• Business Continuity – why bother?
• Current context – The ‘Qatar Crisis’
Evolution of Health and Safety
Evolution of Health and Safety
The Culture of Risk
Emergency & Crisis Management Approach

Hazard Vulnerability Assessment

Prevention and Mitigation

Planning and Preparation

Exercise, Review and Share lessons

Event

EMERGENCY RESPONSE

CRISIS MANAGEMENT

RECOVERY & BUSINESS CONTINUITY

Time

Incident Response Timeline
Incident Management v Crisis Management

• Related but different in purpose & objectives

• Incident Management
  • The plans for and actions taken to respond to a disruption of day-to-day operational activities with objective of returning to original state

• Crisis Management
  • The plans for and actions taken to protect and defend the reputation of the organization, its brand and its products/services
## Crisis or Emergency?

<table>
<thead>
<tr>
<th>Emergency</th>
<th>Crisis</th>
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<tr>
<td>Usually and accident/incident</td>
<td>Incident, allegations, criticism</td>
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<tr>
<td>Usually Operations/HSE lead</td>
<td>May involve everyone</td>
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<td>May be very serious e.g fatalities</td>
<td>Perceived externally as serious</td>
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<td>May have media interest</td>
<td>External stakeholder concern (including media)</td>
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<td>Managed by an Emergency Management Team</td>
<td>Managed by a Crisis Management Team</td>
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<td>Manageable largely <strong>within</strong> your organisation</td>
<td>Must also manage <strong>outside</strong> your organisation</td>
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Crisis Management Team Structure

**Principle Policy Officer (PPO) & Policy Group (PG) Members**
- PG advises the PPO on executive decision making
- Sets the strategic objectives for the crisis

**Implementation Group Director (IGD)**
- (Otherwise known as the EOC Manager)
- Leads the IG in implementing policy group decisions
- Serves as an internal liaison to the PG

**NU-Q Government Relations**
- Addresses the human service needs of faculty, staff, students and qualifying dependents

**EOC Support**
- 

**Human Resource Section**
- Disseminates risk and crisis messaging

**Planning Section**
- Collects, validates and reports incident information; facilitates action planning

**Operations Section**
- Directs the tactics to achieve operational objectives

**Resources Section**
- Acquires budget and resource to support the incident/Business Continuity

**NU Police / QSO**
- 

**Home Campus Leadership/QF Leadership**

**USA Embassy/RSO**
- 

**Calling Tree Coordinators**
- 

**Community & Residences**
- 

**(On-Scene) Incident Commander**
- Directing ERT/Co-ordinating Local Authorities/QF Responders
Primary Functions of CMT

• **Policy decisions:** Organizational evacuations, Organizational closure, Organizational restrictions restrictions, business postponements and resumptions, special circumstance personnel policies

• Activation of the Crisis Management Team
• Providing the Emergency Management Team
• Business Continuity Invocation
• Strategic Internal & External Communication
• Liaison with company HQ
• CEO has extensive authority for committing the financial resources of the organization
Training & Testing of Plans
Business Continuity – What is it?

Is the capability of an organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident.

(Source: ISO 22313/22301)
Business Continuity
Key Steps to a BC Plan

STEP 1: IDENTIFY
Risk Assessment

STEP 2: ANALYZE
Business Impact Analysis

STEP 3: CREATE
Strategy & Plan Development

STEP 4: MEASURE
Test, Train, Maintain

‘Always have a second plan’
Case Study
How important is your company reputation?

“IT TAKES 20 YEARS TO BUILD A REPUTATION AND FIVE MINUTES TO RUIN IT. IF YOU THINK ABOUT THAT, YOU’LL DO THINGS DIFFERENTLY.”

-WARREN BUFFETT
Current context

Qatar crisis: Restrictions to continue, Saudi Arabia says

Khaleej Times
QATAR CRISIS

Qatar bans its citizens, residents from leaving country

The Washington Post
Qatar could face a food crisis in spat with Arab neighbors
Thank you

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