RISK and CRISIS MANAGEMENT & EMERGENCY PREPAREDNESS
for
EVENT MANAGEMENT

Scope of This Document:

- Define Emergency, Disaster and Crisis
- Define Difference Between Risk Management and Crisis Management
- Types of Crises
- Primary Steps of Crisis Management
- Define Crisis Response Plan
- Provide Example Crisis Response Plans
- Other Documents and Information

What is An Emergency, A Disaster and A Crisis?

An Emergency Is:

- A situation that requires immediate attention
- Usually small in scale. (e.g. A personal injury or a few people becoming suddenly ill)
- An emergency can turn into a disaster if left unchecked.
- Not all disasters are preceded by an emergency. A power outage, a car accident, or even a basement flooding is all emergencies.

A Disaster Is:

- Like an emergency, only much bigger.
- It's a major event that causes serious misfortune for a company, a city, or even a large region, and its people.
- It usually involves several different agencies to act as first responders, which requires a coordination of efforts, which is why the Incident Command System is so important. Hurricane Katrina and the Joplin and Henryville tornadoes were disasters.

There is also a difference in timeliness of the two events: A disaster has *already happened*, while an emergency can still be pending. For example, if we knew a hurricane would make landfall in a few hours, we could be in a state of emergency. But the disaster is the result of the hurricane hitting the area.

Crisis Is:

- An event that is expected to lead to a dangerous situation, whether it's an emergency or a disaster.
- It's also defined as a "time of intense difficulty, trouble, or danger."
- A crisis can be personal, or confined to a small population, like a family, or a company dealing with a very serious problem.

The term "crisis management" is often given to the response to dealing with the emergency or disaster. We talk about "crisis communications," regardless of the size and scope of the incident. Companies go into "crisis mode" whenever they have a serious problem, like a product recall.

Three elements are common to a crisis: (a) a threat to the organization, (b) the element of surprise, and (c) a short decision time.

"Crisis is a process of transformation where the old system can no longer be maintained." – Venette

Difference Between Risk Management and Crisis Management:

In contrast to risk management, which involves assessing potential threats and finding the best ways to avoid those threats, crisis management involves dealing with threats before, during, and after they have occurred. For example having a firewall and security measures alike are steps of risk management whereas dealing with data breach falls under crisis management.

Primary Steps of Crisis Management

- Be prepared and have a plan.
- Practice and train your team.
- Determine if a crisis exists, make sure to get the facts.
- Break your own bad news. Define the crisis in your own terms on your own turf.
- Respond to the incident.
- Recover and resume operations.
- Disengage from contingency operations.
- Restart primary processes.

Types of Crises:

It is important to identify types of crises in that different crises necessitate the use of different crisis management strategies.

- *Natural Disaster:*
  Considered to be acts of God and are environmental phenomena such as earthquakes, volcanic eruptions, tornadoes, floods that threaten life, property and environment.

- *Technological Crises:*
  Technological crises are caused by human application of science and technology. Technological accidents inevitably occur when technology becomes complex and coupled and something goes wrong in the system as a whole. Some technological crises occur when human error causes disruptions. People tend to assign blame for a technological disaster because technology is subject to human manipulation whereas they do not hold anyone responsible for natural disaster. When an accident creates significant environmental damage, the crisis is categorized as megadamage. Samples include **software failures**, industrial accidents, and oil spills.

- *Confrontation:*
  Confrontation crisis occur when discontented individuals and/or groups fight businesses, government, and various interest groups to win acceptance of their demands and expectations. The common type of confrontation crisis is **boycotts**, and other types are picketing, sit-ins, ultimatums to those in authority, blockade or occupation of buildings, and resisting or disobeying police.

- *Malevolence*
  An organization faces a crisis of malevolence when opponents or miscreant individuals use criminal means or other extreme tactics for the purpose of expressing hostility or anger toward, or seeking gain from, a company, country, or economic system, perhaps with the aim of destabilizing or destroying it. Sample crisis include product tampering, kidnapping, malicious rumours, **terrorism, espionage** and **data breach**.

- *Organizational Misdeeds:*
  Crises occur when management takes actions it knows will harm or place stakeholders at risk for harm without adequate precautions. Examples to organizational misdeeds: Crises of skewed management values, crises of deception, and crises of management misconduct.

- *Workplace Violence:*
  Crises occur when an employee or former employee commits violence against other employees on organizational grounds.

- *Rumours:*
  False information about an organization or its products creates crises hurting the organization's reputation. Sample is linking the organization to radical groups or stories that their products are contaminated.

- *Loss of Key Supplier or Customer:*
  This involves situations where the decision takers (customers) or contractors fail to function due to health issues, not being present physically to perform responsibilities or intentionally refusing to communicate or provide services.

Crisis Response Plan:

The Crisis Response Plan (CRP) or Crisis Intervention is the definition of how the system will keep functioning when a crisis is encountered.

Key elements that should be considered for an CRP are:

Emergency Scenarios & Response Module   / Appendix A

- A representative set of planning scenarios should be created to serve as a guide. This need not be an exhaustive list of everything that could happen, but it should represent a broad range of potential emergency situations that the organization could plausibly face.

- A flexible set of response modules. If response options aren't flexible and modularized, novel events or combinations of events can yield ineffective or "brittle" responses.

- A plan that matches response modules to scenarios. This is the core plan that links each of the planning scenarios to the response modules that will be immediately activated. For example, a "shooter on site" event triggers an immediate facility lockdown plus a police response plus preset communication protocols to convene the crisis-response team and warn staff.

Designated Chain of Command /   Appendix B

- One finding of research on crisis response is that decentralized organizations, which are so good at helping promote innovation in normal times, prove to be woefully inadequate in times of crisis. Crisis demands a rapid centralized response and this, in turn, requires a very clear line of command and the ability to shift into what the military term "war fighting mode" rapidly.

- **A command post and backups** is **ODS Office Building.** Requirements include the ability to rapidly connect many lines of communication, to have access to external media (TV coverage), to provide access to crisis management plans, etc. In addition, there should be a backup command post located off-site in the event that evacuation is necessary. This could be located at a home or other location, so long as the necessary bandwidth for communication and other resources is put in place so that set-up can be swift.

- **Clear communication channels.** Easily activated channels for reaching people on site and outside. For any emergency situation necessary commutation will be on our emergency Twitter account.

  @ODSTREmergency

  In case local communication network is down **Company Satellite Phone** will be available for communication.

- **Backup resources.** Critical resource stocks to be tapped if necessary.

    Medical

    Ambulance   112
    Medline Ambulance service (Private)   444 1 212
    SOS International Service (Private)   444 4 505

    Security
    AKUT search & Rescue Association   (212) 217 0 410
    GGA private Security: (212) 251 1 270
    Police   155
    Fire Department   110

    Transportation Supplier
    Basaran Tur   (212) 327 1 258
    Swatt   (212) 351 2 343

HEALTH & SAFETY FOR ALL ODS TURKEY STAFF

'For all staff we would like to ask you to support ODS TURKEY by promoting a healthy and safe workplace for the protection of all people.'

Key Objectives

- To assist ODS TURKEY in the efficient implementation and maintenance of its Health and Safety Policy.

- To provide advice and assistance on Health, Safety and Environmental matters to all.

- To monitor the implementation of the ODS TURKEY Health and Safety Policy by means of Inspection, Health Surveillance and Accident/Incident investigation.

- To ensure efficient and effective liaison with suppliers and clients on this matter.

- To facilitate coordination between all suppliers and clients on health and safety matters.

Risk Assessment before and during an Event

Go through a list of the suppliers that make up the event. Identify all the possible hazards that could occur for yourself and double check with your supervisor for any unclear items.

Remember that any materials, structures or machinery will add risk to the event. Look out for, for example, trailing cables, ladders, carpet uneven situations, water features, gas and other fuel containers.

If the event is going to include any of the following attractions or activities then you should definitely fill in the pre & during safety checklist prior to the event:

- For trade shows and large events (+ 500 guests)
- All happenings taking place outside and involving high risk
- Stands or stalls (especially those with open fire) with any event
- Open Transportation such as waterbikes, bicycles, fun rides (waiver has to be signed by our client).
- Bungee jumping, hot-air ballooning and helicopter rides (waiver has to be signed by our client).
- Displays involving animals, vehicles, flames, fireworks, special effects etc.
- Karting and fairground equipment (waiver has to be signed by our client).

Each will have its own special hazards that you should identify so that comprehensive safety precautions can be prepared. Kindly make sure that regular Pre and During Safety Event checks are done. For a large event please make sure you assign a responsible and experienced member of staff to take care of this assignment on your behalf.

Entertainment such as laser or fireworks displays, concerts, performances and dancing, will present hazards that require specialised guidance.

When you have filled in the checklist, identifying the possible hazards of each activity:

- decide how you will reduce the risks in each case and the precautions you intend to take
- make sure that all fire/emergency exits are well accessible
- for any event please identify at the location who is the person who is the fire marshal and/or first aid person.
- please make sure that you have an emergency procedure listing with you for each event – this should be standard with your gear.
- ask all non ODS Turkey approved suppliers to provide you with their written assessments before the event and include these with yours.

Make sure you consider the following when identifying the hazards:

- older people
- people with disabilities
- children (who may be unsupervised)
- excitement generated by the activity
- approximate number of people expected

The guests will enjoy a safe environment and on behalf of ODS TURKEY you have taken all precautions should the unthinkable happen.

Pre and During Safety Event Checklist

Checklist to be used prior to opening and during the event	Y/N
CROWD SAFETY - Are premises free from hazards? For example, even ground and floor surfaces, no trip hazards, hazards fenced off	
Are all attractions, activities and structures complete and staffed?	
Are structures and seating sound and secure, stairways / platforms and equipment guarded, protective barriers / fencing secure?	
ENTRANCES/EXITS - Are adequate entrances and exits open, clearly marked and staffed to control arrival where necessary?	
Are all circulation areas, staircases and escape routes/exits unobstructed with all doors and gates unlocked?	
CROWD CONTROL – Does all on site staff know who has overall control operational and in case of emergency, are all communications lines and PA systems working, are mobile phones fully charged?	
Are the required staff members in their allotted positions; fully briefed on their duties, emergency procedures and safety details. Are they wearing the right outfit/shoes?	
ELECTRICS - Is installation complete/certified; cabling/ equipment secure/protected; clear of public circulation areas or marked appropriately?	
LIGHTING - Is normal and emergency lighting provided, in working order and lit where necessary?	
MEDICAL FACILITIES - Are there enough trained first aiders on site, do you have their mobile numbers or is there a clearly marked room (provided with water) available as a first aid post?	
FIRE PRECAUTIONS - Is firefighting equipment in place, rubbish and combustible materials stored away from tents, structures, fire-exits?	
TOILET ACCOMMODATION - Is clearly marked toilet accommodation available (including for disabled), have arrangements been made to service them during the event?	
RUBBISH - Are sufficient bins provided around the site, have arrangements been made to empty them during the event?	

Chain of Command / Appendix B

Provide Example Crisis Response Plans

- Phonebook of emergency;

  1st. Call - On site responsible Person / Project Manager –Staff

  2nd Call – Department Manager / Dept. Deputy Manager

  3rd Call - Managing Directors

Company Satellite Phone will be available if the local communication network is down

For Each organized event full Contact and phone details will be prepared in advance and distribute to every person who is involved at the organization.

Local Authorities Phone Numbers;

Police	155
Fire Department	110
Ambulance	112
AKOM	444 2 566
AFAD	(212) 574 5 880
AKUT Search & Rescue Association	(212) 217 0 410

Managing Directors

Responsible from Direct contact with Client Managing Director

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Department Managers

Responsible from coordinating contact to Managing Directors

Department Deputy Manager

Responsible from coordinating contact to Department Manager

Project Managers

Responsible from coordinating contact to Department Deputy Manager / Operation Manager

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Operation Department

Responsible from coordinating contact to Department Manager / Deputy Manager
Responsible from coordinating transportation / evacuation if needed
and giving the information of the location of the Guests if needed

o.d.s.turkey
OMAR'S DESTINATION SERVICES

**ODS Turkey
Emergency Scenarios & Response Module
Appendix A**

Incident Occurs

⬇

Identify/report the incident to management

⬇

Appoint people to gather accurate information about the incident

⬇

Analyse the impact of incident

SCALE A	Identify the type of crisis		
SCALE B	Severe	Medium	Low
SCALE C	Single Person	Multiple People	Everyone
SCALE D	Over	Continuing	

⬇

Can the problem be resolved internally?

Yes.   **No.**
                             Call for external help.

Is the place safe?

Yes.   **No.**
                             Proceed with evacuation/reallocation.

Are means of communication working?

Yes.   **No.**
                             Switch to alternative communication channels.

Are means of transportation working?

Yes.   **No.**
                             Switch to alternative means of transportation.

⬇

Does the scale of the event require a crisis management team?

Yes.   **No.**
Appoint a crisis manager   Initiate regular procedures
Appoint an information focal point
Appoint staff to lead/guide guests
Define and initiate measures.

⬇

Communicate measures taken to people affected/related

Monitor the ongoing crisis

⬇

Is the crisis over?

Yes.   **No.**
Evaluate future threats.   Keep monitoring and adapt as needed.

⬇

Is there further chance of threat?

Yes.   **No.**
Identify and apply evasive measures.   Start recovery and back to business process.
                                                        Document the incident.
                                                        Review/revise crisis management plans.