I have some good news and some bad news. First the bad news – with this issue we are at the end of the outstanding Dennis Hamilton series of articles: In-Crisis Decision Making. Readers have been treated to almost a whole book on crisis management. (If you missed any of the earlier parts, you can find 5 years of Digest back issues on the DRIE Toronto web site).

But there is good news – Dennis has written a 2-part article about emergency notification systems. We will be featuring these in the September and December Digest issues.

More good news – the GTIME organizers have lined up the date and venue for the second GTIME exercise. You will find the details in this issue and more information will be forthcoming in the next issue as well as in the weekly e-mail blasts.

More good news – WCDM is almost upon us. I have not missed one since I attended no. 4 and it remains one of the standout conferences for our industry and certainly the best value anywhere. DRIE members still have time to save $200 on their registration. The code can be found in the advertisement in this issue.

Be sure to attend the Awards Night at WCDM on June 21 evening, which includes the first award of the new DRIE scholarships. And DRIE members from all chapters are invited to attend our 2nd annual breakfast, also on June 21, whether or not you are registered for the conference.

Business Continuity Awareness Week is behind us for 2011, and yet awareness is 24/365 is it not? We encourage everyone to maintain the momentum and continue participating in the discussion threads.

So, happy reading, happy conferencing, have a great summer and.....don’t forget, written contributions to the Digest are welcome at any time. Please submit to the Editor at:
digest@toronto.drie.org
Des O’Callaghan
Digest Editor
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Save The Date

GTIME II - October 13th 2011

The Disaster Recovery Information Exchange (DRIE Toronto), the Building Owners and Managers Association Toronto (BOMA), SAFE Group, and the City of Toronto, are pleased to announce their ongoing strategic partnership to create the second wide scale exercise event across business and government in the Greater Toronto Incident Management Exercise II (GTIME).

The upcoming GTIME exercise on October 13th will both educate and challenge all participants regardless of their background. The impact of the speed of external communications and social media will test your ability to respond and communicate on various levels in a timely fashion, while conducting typical incident management and recognizing technological dependencies. Communications across various levels of government and business response will provide important input to the upcoming Trillium TransGuard III exercise regarding business response and requirements from government – Your input will affect joint Federal, Provincial, and Municipal exercises.

The hands on exercise will be targeted at the resumption, recovery and restoration phases of plans. “Getting back to business”, Immediate response phase engagement will be deployed in advance of the exercise day, and participants will be required to arrive with some pre-work to contribute to the exercise outputs and will participate in enacting their plans to the extent best possible. This is an educational hands-on exercise applicable to any business or government organization regardless of their location. It is a great opportunity to exercise your own exercise scenario, researching cross functional impact, providing exercise reports and debriefings.

Table monitors will facilitate discussion topics as the exercise progresses and the table top exercise will encourage participants to discuss cross-functional issues and plan dependencies. Post-exercise reports and blogs will be made available to all attendees as part of an ongoing evolution as the Trillium TransGuard III exercise results are made available and the GTIME Whitepaper content is developed.

The Crisis Management role and mapping to the Incident Command System as part of your plan structure is a key objective for GTIME II.

Team Building and Educational Opportunity

The City of Toronto Office of Emergency Management, DRIE, SAFE Group, and BOMA Toronto will moderate the event, ensuring that the challenges faced by participants are realistic, probable and valuable for real-life planning.

The facilitated workshop allows for an unprecedented opportunity to not only exercise and evaluate your own organization’s plan and to understand key integration, support requirements and communication points with critical community infrastructure, landlord/tenant relationships, and actions taken by all levels of government.

Organizations wishing to exercise their plan will be allowed to reserve a full table as their “EOC” (Emergency Operations Centre), while others will be assigned to collaborative environments which will assist them in understanding the importance of cross functional communications and

TransGuard is a joint federal-provincial exercise program that validates emergency management and security related plans and processes that prevent and respond to threats and attacks in southern Ontario (Golden Horseshoe). The TransGuard exercises are conducted in partnership with municipal governments, NGOs, and the private sector. Exercise Trillium TransGuard is a component of the Urban Transit Exercise Program, which is a federal government initiative to improve the readiness of the urban transit sector to respond to multi-jurisdictional emergencies.
multiple forms of communications in plan content. The exercise will be shaped on participant requirements.

**Who should attend?**
Business continuity planners, emergency managers, crisis communications planners, human resources managers, risk managers, property owners and managers, facility managers, asset managers, life safety teams, contractors, crisis management leaders.

Any member of your crisis management team or planning team can benefit from the new knowledge and thinking at this event. Extending the invitation to the entire team can solidify your commitment to preparedness and help them to build their skills and understanding of their role in a wide scale incident impacting your organization.

**Forum participants will:**
Update their planning and incident management skills with compelling knowledge of issues related to current technology and the impacts that communications can have on your organization’s ability to effectively enact their plan.

**Expected Outcomes**
- Cross organizational silos
  - Help professionals to interact and develop relationships before an event occurs
- Test inter-organizational communications:
  - Linkages within the city, province, external partners and business centers
  - Facilities managers, business continuity professionals and various levels of government
- Understand social media issues (reputation)
- Focus on longer term recovery
  - Includes new areas for consideration in your IT Disaster Recovery Plan
- Improve understanding of the incident management system (ICS / IMS)

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**The IMPACT of Social Media**

**on your ability to communicate & respond to incidents in a timely and meaningful way**

**October 13, 2011**
**Metro Toronto Convention Centre**
255 Front Street West Toronto, ON M5V 2K7

**Greater Toronto Incident Management Exercise**

visit us at: www.driegtime.org
GTIME II will be held at the Metro Toronto Convention Centre. Registration details will be available shortly and should be $125 - $150 for DRIE members.

Registration will include:
- Continental breakfast and refreshments
- Two speaker presentations
- Interactive exercise incident management workshop
- Luncheon and post event networking session
- Post event debriefing
- White paper, access to participant blog, on-going updates
- Great Networking Opportunities

Keep your eye on the GTIME Website [http://www.driegtime.org/](http://www.driegtime.org/)

And join the GTIME Participants group at PTSC On-line [http://www.ptsc-online.ca/home](http://www.ptsc-online.ca/home)

For sponsorship opportunities, please contact Ann Wyganowski at ann@bcphelp.com

...when KNOWING makes all the difference...
perusing and commenting on the various discussions. Even now, new members are still singing up.

Many issues were brought up in the discussion forums. These varied from the recent Japanese earthquake, to site separation, to groups involved with disaster, to business continuity standards. It seems that people in the field are interested in very wide ranging discussions. These discussions are still going on and we invite you to view them and perhaps even continue the dialogue. There is much to learn from what your colleagues have to say here.

We also had eight webinars throughout the week on various subjects related to business continuity, disaster preparedness and risk management. Our partners were critical to our webinar program and we would like to thank all those who made presentations. We would also like to thank all of those who attended and we hope that they met your expectations helping you to better understand your profession.

BCAW was not without its challenges, as life seemed to imitate our profession. There were web server issues during the week itself. We also dealt with an issue arising from social media and spam. But, in the end, everything was handled and we learned much about dealing with disruptions…first hand - priceless knowledge for those in our profession!

All of us who worked on this project felt privileged to help bring BCAW week to our colleagues. We hope that you found it useful and maybe even entertaining at times. We invite all of you participate in BCAW next year to make it even bigger and better. Please consider volunteering to help us, we feel there is much you can learn about your profession by working with other motivated members on projects such as this. Remember the discussions on the Groupsite are still open and there is still much to be said on many of these topics. Finally, we would like to thank our partners and all who worked on and helped to make BCAW 2011 a success and although we look forward to seeing you next year, we hope you keep the dialogue going through the remainder of this year!

If you’d like to provide any feedback or suggestions for improvement, topics for webinars or discussions, please drop us a line at: education@toronto.drie.org.

Mark W. Baker, CBCP
Risk and Insurance Management, Business Continuity Consultant

Joe Ozorio, CBCP
DRIE Toronto Education Director
Continuing with our responses to questions and comments regarding the CRPC Information Series, ‘In-crisis Decision Making’; a number of questions can be paraphrased as ‘You gave us a lot of great ideas and things to think about, but how do we assess our existing program in order to determine which enhancements are required?’ or ‘Our Crisis Management Program is not as robust as we want it to be – where do we start?’ Well, the very best advice I can provide is to engage CRPC to conduct a Crisis Management Capabilities Assessment, but for this purpose let us assume the questions related to ‘how do you assess your capability’.

An additional related question was ‘why or when should we reassess our existing Crisis Management capability’. There are many reasons why an organization must periodically take a detailed look at their Crisis Management Program; asking basic questions; ‘can our organization really withstand the effects of a major crisis; are we fully capable of responding effectively and decisively”? It may be time if:

- It has been three years or more since your Crisis Management Program has been assessed.
- Major organizational changes have taken place.
- Significant reductions in key personnel have occurred.
- Budget constraints have prevented effective program maintenance (i.e. training).
- Management are uninvolved with or unaware of the existing Crisis Management Program.
- Makeup of your Crisis Management Organization has substantially changed and / or
- You have general concerns as to the stability and capability of your existing Crisis Management Program.

While there are arguably twenty plus critical success factors to a fully operational Crisis Management Program; there are seven key areas that should be your initial focus. These are:

i. **Enterprise Level Strategy** - the policy driven requirement that the Crisis Management Program exists to support or otherwise safeguard every employee in every company location in the world regardless of political or organizational alignment or functional role of the individual.
ii. Crisis Response Team – the enterprise structure, team makeup, roles, responsibilities, qualifications of team members and overall team capability.

iii. Management policies and operational compliance ‘standards’ – the directives, rules, techniques, strategies and operational processes applied and employed by the Crisis Response Team in its response to a ‘crisis’ event or threatening situation.

iv. In-crisis process – the actions taken by the Crisis Response Team from an event / threat assessment and notification to response and resolution.

v. Continuing Education and Training – the type, frequency and quality of ongoing education and training received by the Crisis Response Team, including; reinforcement exercises, crisis simulation exercises, education forums and pre-event response planning workshops.

vi. Crisis Preparedness Program – ensuring all incident, emergency, crisis and disaster response plans are independently capable of responding to the situation they were designed to manage and sufficiently integrated to provide a coordinated process should a major threat or crisis situation exist. This is the event-driven integration of Crisis Management, Business Continuity Management, Technology Continuity Management and Incident Emergency Response.

vii. The Alignment of Management Expectations and Requirements – ensuring the Crisis Management Program and all operational components are effectively aligned to the expectations and requirements of your Board of Directors, Executive Management, line of business leaders and, equally your employees and, to varying degrees, key external stakeholders.

Each of these components has been discussed to varying levels of detail in previous Parts of this Information Series. As such, we will not repeat those details here, but rather focus on the process by which you can determine your overall Crisis Management operational status, existing capabilities and, as required an enhancement strategy and plan.

The Five Steps to Wow!

Establishing and maintaining a truly effective Crisis Management capability can be a daunting task. Keeping Executives interested, keeping your team members engaged, achieving a high level of visibility throughout your organization and maintaining a high level of preparedness are some of the objectives and challenges of most. When things go ‘boom’ Crisis Management gets a lot of attention but unfortunately (and fortunately), not all organizations experience major crises on a regular basis, therefore; their capability is not really tested.

As such, it doesn’t take long before a Crisis Management Program response capability weakens, often due to neglect. For those that do not have a formal Crisis Management Program, the challenges to establish one can be even more difficult. As stated earlier, CRPC received a number of comments and questions related to performing an assessment of their current Crisis Management Program and their Crisis Management capability.

We are going to discuss five steps that can be taken by any organization that, while fairly simple in terms of execution, can have a profound impact on your Crisis Management Program; significantly enhancing your overall capability to respond to and manage a crisis situation. This is a positive approach whereby you engage management and those involved with your Crisis Management Program to cooperatively identify deficiencies and corresponding enhancements.

For this purpose we will be using

[Image of a hand holding colorful cubes]
terminology consistent with the CRPC Information Series (Parts A through F.2). The term Crisis Response Team (CRT) should be taken as the team you have established or would like to establish as the team having operational response responsibility for crises that threaten or impact your organization.

Applying the assessment steps described below will allow you to effectively assess your current Crisis Management status and overall capabilities, as well as identifying areas of improvement and any enhancements required to attain a capabilities level acceptable to your organization.

**Step 1**  Reality Check on pulse of Crisis Management
Ascertain Management’s understanding, expectations, requirements, support and concerns of and for the organization’s Crisis Management Program. A similar assessment from the perspective of your existing Crisis Response Team is equally important.

**Step 2**  Assess the ‘Rules of Engagement’. – Review existing Crisis Management policies, operational standards, mandate and current documentation; measuring how well all components are aligned with expectations and requirements established in Step 1.

**Step 3**  Conduct a ‘Performance Assessment’. – Using single or multiple scenario based exercises, evaluate your in-crisis process, the individual performance of team members related to contribution, leadership and cooperation, as well as the team’s overall performance related to situational assessment, decision making and applying the rules of engagement.

**Step 4**  Prepare a Crisis Management Program ‘Enhancement Plan’. – Through an interactive workshop with all primary members of your CRT review findings, conclusions and requirements established in previous steps to determine desired / required enhancements. Prepare a CRT approved Enhancement Plan.

**Step 5**  Obtain Management approvals & implement your plan. – Conduct an Executive Management presentation focused on the assessment process just completed, major findings and resulting enhancement steps and recommendations. Finalize your Enhancement Plan based on Management approvals; implement as quickly as possible.

CRPC suggests you consider using a third party organization as your Project Director to facilitate the assessment (or use company employees who are NOT members of your existing Crisis Response Team). This level of independence will result in a more objective assessment, ensure all of your team members equally participate and generally may have a higher probability of acceptance within your organization.

Completing the above five steps will clearly confirm the overall capability of your existing Crisis Management Program and provide a definitive roadmap of enhancement activities to achieve the level of effectiveness required.

**The process and a few ideas…..**

**Reality Check on the pulse of Crisis Management**

The objective of this step is to produce a general statement of awareness and understanding of the existing Crisis Management Program on the part of key stakeholders. As well, the process will obtain views and opinions on what is right and what is wrong with the existing program. Expectations and requirements of the Crisis Management Program should be an additional and important deliverable from the interview process. Establishing some level of consensus on various matters would be used to shape future program components.

**This step commences with interviews of three principal groups by the Project Director.**

- Executive Management: Ideally the entire Executive Management Team should be interviewed, but minimally 50% of the team must participate to effectively represent management views, expectations, requirements, concerns and general satisfaction levels.

- Line Manager of each Member of the CRT: A discussion with the direct manager of each CRT member should be focused on obtaining their understanding of the Crisis Management Program, its importance to the organization, the role their representative has on the CRT, their support level and commitment to the program and any concerns they may have regarding the Crisis Management Program in general.
CRT Members: A one-on-one interview with each member of your existing Crisis Response Team should focus on the individual’s view of team training, performance, strengths and weaknesses. In addition, determining what each team member believes should be done to correct any weaknesses identified and improve on the overall capability of the team should be key deliverables from each interview.

With completion of Step 1, an ‘Enhancement Opportunity Analysis’ report should be generated detailing the interview results along with an overall assessment of the organization’s Crisis Management Program from the perspective of those interviewed. The report should focus on expectations, requirements, strengths and areas of improvement. The ‘Enhancement Opportunity Analysis’ should be shared with those interviewed, providing an opportunity to comment on or otherwise confirm your findings.

Note: It is highly probable that your Executive Management know less about your current Crisis Management Program than you think or hoped they do (Crisis Management is not uppermost on their minds). As such, you will get as many questions as answers or opinions. This Q&A should not form part of your Enhancement Opportunity Analysis; the Q&A will be given further consideration in Steps 4 and 5.

Assess the ‘rules of engagement’

The objective of Step 2 is to validate that the Crisis Management Program’s existing policies, mandate, roles and responsibilities and operational standards are effectively aligned to the expectation and requirements agreed to in Step 1.

This step should be comprised of:

**CRT Workshop:** A workshop facilitated by the Project Director with the primary members of the Crisis Response Team will result in a detailed review of all existing documented, alleged or understood interpretations of existing Crisis Management related policies, mandates, operational standards and all other directives that dictate or determine the roles and responsibilities of the Crisis Response Team before, during and after a crisis situation.

The workshop should minimally consider the following elements of the CRPC methodology:

- Program ownership and maintenance responsibilities,
- Crisis Management Organization – structure and participation,
- Response priorities, life safety, brand image, business operations, etc.,
- Roles of Crisis Management Team (executive management) versus Crisis Response Team,
- Support of remote dependent sites,
- Authority to act,
- In-crisis decision making (who and how),
- In-crisis event documentation,
- Management notification and status reporting,
- Use of automated tools and services to support response and control,
- Situational assessment and crisis determination,
- Event Alert Levels and determination criteria,
- Crisis Command Centre operations,
- Compliance management,
- Threat risk assessment process,
- Pre-event response planning,
- Continuing education and training program.

The importance of one item warrants a more comprehensive discussion; the operational integration of Crisis Management with Business Continuity Management, Technology Continuity Management and Incident Emergency Response. The focus here is to ensure there is a clear and well understood process that maintains the operational independence of the four components of Crisis Preparedness; while ensuring a well coordinated response in a major crisis situation. The discussions should include; related policies, operational priorities, ownership, mandate, role and responsibilities, decision making authorities and integrated or overlapping in-crisis processes.

**Preparation of a Rules of Engagement Analysis:** A report summarizing the findings (positive and negative), conclusions, decisions and / or recommendations that the Crisis Response Team want acted upon or considered as part of the overall program assessment. On its own, this report does not require distribution at this time to persons external to the CRT.
Conduct a ‘Performance Assessment’

The objectives of this step are to assess the collective capability of your Crisis Response Team using a Crisis Simulation Exercise and to assess all operational components of your existing Crisis Management Program.

**CRT Crisis Simulation Exercise:** Develop and facilitate an interactive role-playing crisis simulation exercise with a predefined outcome and based on an event scenario that has occurred in the past, has a relatively high probability of occurring and / or one that is of considerable concern to the organization. Some exercise development suggestions to ensure success are:

- Facilitate the selected crisis simulation exercise applying existing in-crisis processes. All Primary and Designated Backup members of the Crisis Response Team should participate.

- The exercise should incorporate a large number of event changes (30 – 40), deescalating and escalating factors, rumours and speculation, political interference and role playing from 6 – 8 internal and external stakeholders.

- The exercise should drive (through scripting) the active participation of each discipline represented on the Crisis Response Team (i.e. Corporate Security, Business Continuity Management, Human Resources, Public Affairs, Facilities Management, Safety, Technology Continuity Management).

- The exercise should incorporate interaction with your Crisis Management Team (Executive Management Team) requiring update sessions (2 – 3), recommendation approvals and joint decision making.

- The Crisis Simulation Exercise should incorporate activities, incidents and / or events that will explicitly require demonstrated leadership, full participation and team decision making by creating situations of subject matter discomfort, controversy, objections and differing opinions. Strong arguments / disagreements will often lead to better decisions.

- To effectively achieve the stated objectives, it will be necessary to develop an exercise that can be concluded within six (6) hours with a two (2) hour debriefing. All scheduled breaks and lunch should be held in the training centre (Crisis Command Centre).

- Do not incorporate testing of your Business Continuity and Technology Continuity Plans into this Crisis Management exercise. The resulting complexity would leave little room for success and alter the response priorities of the Crisis Response Team. This should be an evaluation of your Crisis Management capability only.

- The Project Director or a designate (not a member of the CRT) should function as the Exercise Facilitator who will be responsible for development and facilitation of the overall exercise. Utilization of 1 or possibly 2 ‘exercise observers’ (with specific monitoring and assessment duties) is required to fairly and accurately make the required assessments.

**CRT Performance Self Assessment:** With conclusion of the Crisis Simulation Exercise (whether deemed successful or not), the Crisis Response Team should complete an operational assessment of their own performance (self assessment). Coordinated by the CRT Team Leader (and excluding the Project Director and / or the Exercise Facilitator), the CRT would critique its performance (not the exercise)

- What the team did well / strengths of the team,
- What the team did poorly / weaknesses of the team,
- What the team needs to improve on,
- What ‘program’ enhancements would improve the team’s performance,
- Other operational concerns related to the organization’s Crisis Management Program.

This self assessment must be an honest and constructive view of the team’s performance, including; makeup of the team, the active participation of each team member, leadership, team member contribution, understanding the Crisis Management Program’s mandate and priorities, the application of in-crisis standards and processes,

**Facilitator Assessment:** The Exercise Facilitator, in conjunction with the ‘exercise observers’ would coordinate the preparation of an overall Capabilities Assessment; consisting of:
Assessment of CMT members that participated in terms of their impact on or affect on the performance of the CRT or outcome of the exercise (required to ensure assessment of the CRT is not influenced by unpredictable actions of the CMT members).

Assessment of Role Players that participated in terms of their impact on or affect on the performance of the CRT or outcome of the exercise (required to ensure assessment of the CRT is not influenced by unpredictable actions of the Role Players).

Assessment of the applicability and workability of the applied policies, standards, in-crisis process and the tools being utilized to enhance response and control activities. Where applicable enhancement alternatives or recommendations should be established.

Assessment of the Crisis Response Team with primary focus on:
- makeup of the team in terms of disciplines represented,
- functional experience and knowledge of team members,
- general contribution of each team member,
- interaction and cohesiveness of the Crisis Response Team members,
- compatibility of the team,
- leadership strengths and weaknesses,
- understanding of their role and responsibilities,
- approach and ability to make time-sensitive decisions,
- team’s application of operational standards,
- adoption of the pre-defined in-crisis process,
- integration to operational components of Crisis Preparedness,
- interactions with CMT and other external groups or individuals.

Note: It is critically important to understand that this assessment is not questioning or measuring an individual’s capability to perform their role in the organization (their job), but rather and only, whether or not they possess the skills and experience demanded by events that must be managed in a crisis situation.

The Project Director should, through the exercise and assessment, draw conclusions and make recommendations to correct or mitigate areas of concern for review and discussion in Step 4. The resulting ‘Crisis Management Program Assessment’ reports would at this time only be distributed to the primary members of the Crisis Response Team.

Prepare a Crisis Management Program Assessment ‘Enhancement Plan’

The objective of Step 4, employing a workshop format, is for the CRT and the Project Director to collaborate on the preparation of the Crisis Management Enhancement Plan.

- An interactive workshop, based on the findings, results and conclusions of Steps 1 – 3 and the ‘Crisis Management Program Assessment’ reports, should be held with the primary members of the Crisis Response Team to develop a ‘Crisis Management Program Enhancement Plan’.

- The workshop would be developed and facilitated by the Project Director,

- The CRT should consider the findings, conclusions and recommendations from all reports and analysis generated in Steps 1 – 3;
  - Enhancement Opportunity Analysis (Step 1),
  - Executive Management QandA (Step 1),
  - Rules of Engagement Analysis (Step 2),
  - The five Crisis Management Program Assessment reports (Step 3).

The CRT analysis should result in an acceptance, rejection or an on-hold status (future consideration) for each recommendation / decision made.

- The Project Director should then prepare a Crisis Management Program Enhancement Plan report incorporating the analysis prepared by the CRT. The report should be distributed to all members of the CRT for comment and finalization.
Obtain Management approvals and implement your plan

The objective of Step 5 is to obtain Management approval for implementation of the Crisis Management Program Enhancement Plan prepared by the Project Director and the CRT.

- The Project Director, in conjunction with the CRT Team Leader, would develop a Management presentation reflecting the Crisis Management Program Assessment project and the resulting Enhancement Plan.

- The Project Director and the CRT Team Leader would jointly facilitate an Executive Management working session to review the ‘major’ components of the Enhancement Plan for those components that require Management approval (versus the operational decisions that can be made by the CRT itself).

- If required, as a result of the Executive Management presentation and discussion, update the Crisis Management Program Enhancement Plan for distribution to all CRT members for their review.

- Implementation of the enhanced Crisis Management Program should be based on the new program versus an update of enhancements and should consider:
  - Program awareness training (presentation and discussion) with the Executive Management Team (1 hour session),
  - Program awareness training (presentation and discussion) with the organization’s Business Leaders (functional heads), (1 hour session),
  - Program awareness and high level operational training with senior management of each of the functional groups represented on the CRT (i.e. Corporate Security, Human Resources, Public Affairs, Business Continuity Management), (2 hour session), and
  - Operational training for the CRT utilizing the enhanced Crisis Management Program standards and processes (3 hour session based on a scenario based exercise).

The assessment strategy presented above will not fit every organization perfectly; it will greatly depend on the existence or maturity level of your Crisis Management Program. Nonetheless, whether applied as presented or customized to meet your needs, the process will deliver a comprehensive capability assessment without going through an exhaustive and resource intensive review or development project.

Note: If you are uncertain as to the scope required in an assessment of your existing Crisis Management Program or you believe there are only a few areas of immediate concern, talk to CRPC about providing a ‘Performance Capability Opinion’. This snapshot review of your Crisis Management Program (normally 3 days of effort) will help you identify all major problem areas or suspect areas of concern and, through an interactive workshop, establish corrective measures and / or determine if there is a requirement for further analysis or a limited program assessment.

Stay Tuned: Although this is the final segment to this Information Series, CRPC will be authoring future series to address many of the most common challenges faced by most organizations and their mandate to maintain a responsive and effective Crisis Management capability. While we recognize that most organizations will not employ all of the strategies and suggestions made in this eight part series, we trust all recipients gained from the knowledge and experience of Crisis Response Planning Corporation.

Dennis C. Hamilton, FBCI Hon, is the President of Crisis Response Planning Corporation (www.crpccrisismanagement.com), an internationally recognized Crisis Management consulting services company. For over 20 years Dennis has been dedicated to the discipline of Crisis Management, earning the recognition and reputation as one of North America’s foremost practitioners and advisors to business and to the emergency management industry itself.

Dennis can be reached at 416-500-5517 or dennis.hamilton@crpccrisismanagement.com
Emergency Management and Business Continuity Working Together

OPENING KEYNOTE SPEAKER

Lester Brown
Founder and President,
Earth Policy Institute

World on the Edge
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The question is: Can we change direction before we go over the edge?

Register Today at wcdm.org with Association Code DRIE1 for a $200 Savings

Speaker at Upcoming World Conference on Disaster Management Calls on World to Own Up to its Part in ‘Man-Made’ Natural Disasters

Renowned author and influential thinker Lester Brown to deliver opening address at conference, urging a tougher response to climate change

There’s a new face to natural disasters and it’s time for modern civilization to do something about it, says Lester Brown, founder and president of The Earth Policy Institute and opening speaker at the 21st World Conference on Disaster Management (WCDM), to be held in Toronto, June 19 to 22.

“We’re now facing man-made natural disasters, those that are a result of human activity, and it’s time we recognize that,” says Brown, author of World on the Edge – How to Prevent Environmental and Economic Collapse, a thought-provoking look at the affects of climate change. “If we don’t quickly restructure the energy economy and cut carbon emissions, we’re going to be facing problems on a scale we cannot now easily imagine.”

Recognized as one of the world’s most influential thinkers, Brown is known for analyzing global issues and understanding their inter-relationships. At WCDM, he will stress the urgency of understanding our role in preventing natural disasters, particularly those related to climate change.

“As I travel around the world, the one question I get more often than any other is: ‘What can I do?’” he says. “I think people expect me to say change your light bulbs, recycle your newspapers and so forth. Those things are important, but we now have to look at changing the system.”

Instead of considering the need to cut carbon dioxide emissions from the point of view of how much is politically feasible, the Earth Policy Institute, based in Washington, D.C., wants political leaders to start thinking about how much is necessary in order to avoid the most dangerous effects of climate change, including worldwide food shortages.

One example Brown uses to illustrate his point is the Greenland ice shield, already melting at an accelerated rate due to
elevated temperatures. The resulting raise in sea level – expected to be 12 metres or more – will not only put the rice growing river deltas of Asia at risk, but will also have a ripple effect on North American coastal regions where real estate values will plummet and communities like New Orleans are at peril of disappearing altogether, he says.

“The idea that ice melting on a large island in the Atlantic can shrink the rice harvest of Asia is not intuitively obvious,” says Brown. “But if we can’t save the Greenland ice sheet and avoid the resulting rise in sea level, I doubt we can save civilization because the stresses will be too great.”

The Earth Policy Institute’s “Plan B” calls for cutting net carbon dioxide emissions by 80 per cent by 2020 in order to prevent concentrations of CO2 from exceeding 400 parts per million and to keep future global temperature rise to a minimum. The solution calls for investments in energy efficiency to stop global energy demands from increasing, the replacement of fossil fuels with renewable energy sources, a restructuring of transportation systems to reduce coal and oil use, an end to worldwide deforestation, and ongoing tree planting and soil management to help absorb emissions.

“This is the same Plan B we developed the better part of a decade ago; it doesn’t really change very much,” notes Brown. “We can’t affect seismic activity and prevent earthquakes, but we can prevent some of the floods and the crop withering heat waves which is what we’re facing now if we stay with business as usual.”

Selected as one of Foreign Policy’s Top Global Thinkers of 2010, Brown is the recipient of many prizes and awards, including 25 honorary degrees, a MacArthur Fellowship, the 1987 United Nations’ Environment Prize, the 1989 World Wide Fund for Nature Gold Medal, and the 1994 Blue Planet Prize for his “exceptional contributions to solving global environmental problems.” One of the world’s most widely published authors, he began his 43-year career as an International Agricultural Analyst for the U.S. Department of Agriculture (USDA), later serving as Adviser to the Secretary of the USDA before starting the Worldwatch Institute. The Financial Times called his most recent book, World on the Edge: How to Prevent Environmental and Economic Collapse, “a provocative primer on some of the key global issues that businesses will face in the coming decades.”

For more information on the World Conference on Disaster Management please visit 
http://www.wcdm.org or to register with DRIE association code DRIE1, please visit 
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IMAGES FROM THE MARCH 11 JAPANESE M9.0 EARTHQUAKE
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<th>Time</th>
<th>Speaker</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00 - 1:00</td>
<td>Registration and Luncheon</td>
<td>A light lunch buffet will be available, Sponsor Booths will be open</td>
</tr>
<tr>
<td>1:00 - 1:05</td>
<td>Joe Ozorio</td>
<td>Welcome and Opening Remarks</td>
</tr>
<tr>
<td>1:05 - 1:15</td>
<td>Todd Bardes</td>
<td>Annual General Meeting – Call to Order, Presidents Address followed by DRIE Toronto’s Directors Reports:</td>
</tr>
<tr>
<td>1:15 - 2:00</td>
<td>Board of Directors</td>
<td>Director and Committee Reports</td>
</tr>
<tr>
<td>2:00 - 2:05</td>
<td>Todd Bardes</td>
<td>General Announcements – Call to a Close</td>
</tr>
<tr>
<td>2:05 - 2:10</td>
<td>IBM – Rodney Yip</td>
<td>Celebrating 100 Years!</td>
</tr>
<tr>
<td>2:10 - 2:45</td>
<td>Networking Break</td>
<td>Opportunity to visit sponsor booths and network</td>
</tr>
<tr>
<td>2:45 - 4:15</td>
<td>Keith Parris</td>
<td>“Who Survives Disasters and Why”</td>
</tr>
</tbody>
</table>

The first half of this presentation describes how people survive disasters. What makes the difference between people who survive a disaster and those who do not? We explore the factors involved, both technical and psychological. How do people act and react during disasters, and how can natural tendencies help or hurt your chances? What can you do to prepare for and improve your chances of survival in a disaster? How do employees react in a disaster, and how does that affect businesses?

The second half describes how organizations survive disasters. When a disaster occurs, what makes the difference between companies that survive, and those that do not? What factors are involved before, during, and after a disaster? What are the best ways to prepare for a disaster, and what works, and what does not work, in practice? This session presents valuable lessons learned from companies who have survived actual disasters.

<table>
<thead>
<tr>
<th>Time</th>
<th>Speaker</th>
<th>Topic</th>
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</thead>
<tbody>
<tr>
<td>4:30 - 4:35</td>
<td>Joe Ozorio</td>
<td>Wrap-up</td>
</tr>
<tr>
<td>4:35 - 5:00</td>
<td>Sponsor Showcase Remains</td>
<td>Open</td>
</tr>
</tbody>
</table>
DRIE Digest Retrospective

5 years ago in the Digest…..
June 2006 Vol. 15 – Issue 2

- The lead story was an article on the movement towards international standards in Emergency Management.
- Diligent Technologies contributed an article on data protection.
- A Pat McGee article explained how “messages can’t tell the story, but story can deliver messages.”
- Major items in the Real Event Log included the February 3 ferry sinking in the Red Sea that drowned 1,000. That same day saw the start of the Danish Islamic cartoon protest crisis that subsequently included embassy burnings, terrorist bombings worldwide. The H5N1 avian flu virus spreads, but stops short of becoming pandemic. On April 2 in Toronto a man committed suicide by dousing himself with gasoline and setting fire to himself in the washroom of the Toronto Tim Horton’s at Yonge and Bloor.

10 years ago in the Digest…..
May 2001 Vol. 10 – Issue 2

- The front page article was entitled: “A Risk Management Perspective of the Titanic”, by Rex Pattison
- Webmaster Wilf Camilleri unveiled changes to the DRIE web site.
- A Jayne Howe article cautioned against complacency in the post Y2K era, with advice on ways to keep a BCP program alive and thriving.
- Real Event Log highlights included the multi-billion dollar foot and mouth disease crisis in the UK, various record-setting winter storms, the February 28 earthquake in the Seattle area that cost $2 billion in damages and the April 26 permanent closure of the Chernobyl nuclear plant, 15 years to the day from the notorious disaster.

15 years ago in the Digest…..
May 1996 Vol. 5 – Issue 2

- The main article was a one-year-later retrospective on the Oklahoma City bombing. Between 2,000 and 3,000 business experienced some impact, with 177 of them incurring tangible losses of $106 million.
- Upcoming certification opportunities were promoted – both DRI and BCI, the former with an exam at the end of WCDM 6 and the latter with an inaugural visit from the UK-based BCI staff.
- The Digest Real Event Log made its debut! The first ever log started on February 29 and ran to April 30, with 23 entries, spread over one whole page. About a third of the items were earthquakes around the world, including an M4.0 near Vancouver. Other local “highlights” included an April 18 heavy water spill at Pickering and Ontario tornadoes on April 21.
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb 1</td>
<td>Egypt</td>
<td>A million anti-government protesters occupy Cairo’s Tahrir Square</td>
</tr>
<tr>
<td>Feb 1</td>
<td>US Midwest</td>
<td>Major storm nicknamed “Snowpocalypse” affects 100 million people</td>
</tr>
<tr>
<td>Feb 2</td>
<td>Australia</td>
<td>Cyclone Yasi hits northeast with force, but stops short of predicted catastrophe</td>
</tr>
<tr>
<td>Feb 4</td>
<td>Egypt</td>
<td>100,000 protesters survive military crackdown and keep pressure on Mubarak</td>
</tr>
<tr>
<td>Feb 5</td>
<td>BC</td>
<td>Truck crashes into Green Party Leader Elizabeth May’s office in Saanich</td>
</tr>
<tr>
<td>Feb 6</td>
<td>Egypt</td>
<td>Gas pipeline explodes in Sinai Peninsula causing a huge fire; sabotage suspected</td>
</tr>
<tr>
<td>Feb 9</td>
<td>BC</td>
<td>Mid air collision of 2 small planes above a highway near Mission kills 2</td>
</tr>
<tr>
<td>Feb 10</td>
<td>Ireland</td>
<td>Plane flips over landing in foggy weather at Cork, killing 6 of 12 passengers</td>
</tr>
<tr>
<td>Feb 17</td>
<td>Bahrain</td>
<td>Government uses tanks to quell riots, killing 5 protesters, injuring over 200</td>
</tr>
<tr>
<td>Feb 18</td>
<td>Yemen</td>
<td>Protests against governing regime turn violent, at least 10 shot dead so far</td>
</tr>
<tr>
<td>Feb 21</td>
<td>Libya</td>
<td>Gadhafi security forces repress protesters in random violence in the streets</td>
</tr>
<tr>
<td>Feb 22</td>
<td>New Zealand</td>
<td>Devastating M6.3 earthquake hits Christchurch, destroying buildings; dozens killed</td>
</tr>
<tr>
<td>Feb 23</td>
<td>New Zealand</td>
<td>Hundreds remain missing in areas of Christchurch massively quake damaged</td>
</tr>
<tr>
<td>Feb 26</td>
<td>Ottawa</td>
<td>Amid rebellion in Libya, it is revealed Gadhafi has stashed $2 billion in Canada</td>
</tr>
<tr>
<td>Mar 3</td>
<td>New Zealand</td>
<td>Search for quake survivors officially abandoned with over 200 still missing; 161 dead</td>
</tr>
<tr>
<td>Mar 4</td>
<td>California</td>
<td>NASA declares contingency as Taurus rocket plunges into ocean after take-off</td>
</tr>
<tr>
<td>Mar 5</td>
<td>Brazil</td>
<td>Tourist bus collides with lumber truck at San Miguel do Oeste, killing 26, injuring 21</td>
</tr>
<tr>
<td>Mar 6</td>
<td>US</td>
<td>Gasoline prices jump 33 cents/gallon in 2 weeks due to political crisis in Libya</td>
</tr>
<tr>
<td>Mar 7</td>
<td>Alberta</td>
<td>Earthquake M7.2 off the Honshu coast felt in Tokyo, triggers tsunami warnings</td>
</tr>
<tr>
<td>Mar 8</td>
<td>Japan</td>
<td>Suicide bomb attack on a funeral near Peshawar kills at least 36, injures over 100</td>
</tr>
<tr>
<td>Mar 9</td>
<td>Pakistan</td>
<td>Wildfires started by hot car parts damage 60 buildings and 1,800 acres near Silver City</td>
</tr>
<tr>
<td>Mar 10</td>
<td>Japan</td>
<td>Earthquake M9.0 northeast of Tokyo and resulting tsunamis cause devastation</td>
</tr>
<tr>
<td>Mar 11</td>
<td>California</td>
<td>One man killed and many harbours badly damaged as tsunami arrives at record speed</td>
</tr>
<tr>
<td>Mar 12</td>
<td>Japan</td>
<td>Explosions at the Fukushima nuclear plant cause grave concern for catastrophic outcome</td>
</tr>
<tr>
<td>Mar 13</td>
<td>Japan</td>
<td>Meltdowns feared at two nuclear facilities; over 200,000 evacuated within 10-20 km.</td>
</tr>
<tr>
<td>Mar 14</td>
<td>Japan</td>
<td>As the devastation is uncovered, earthquake reckoned to become costliest disaster ever</td>
</tr>
<tr>
<td>Mar 15</td>
<td>Japan</td>
<td>Official death toll reaches 2,475, but thousands still missing; nuclear crisis continues</td>
</tr>
<tr>
<td>Mar 15</td>
<td>Hawaii</td>
<td>Damage resulting from tsunami already in the tens of millions; disaster declared</td>
</tr>
<tr>
<td>Mar 17</td>
<td>Japan</td>
<td>Measures to cool nuclear facilities include aerial bombardment with water</td>
</tr>
<tr>
<td>Mar 17</td>
<td>Ontario</td>
<td>Fire and subsequent building collapse at a Listowel dollar store kills 2 firefighters</td>
</tr>
</tbody>
</table>
| Mar 19 | Japan    | Official death toll reaches 7,197, but many estimates suggest it may be double that
<table>
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<tr>
<td>Mar 19</td>
<td>Iraq</td>
<td>4 roadside bombs go off in different neighbourhoods injuring 21 people</td>
</tr>
<tr>
<td>Mar 20</td>
<td>Libya</td>
<td>Second day of air attacks by international forces negates Libyan defences</td>
</tr>
<tr>
<td>Mar 21</td>
<td>Japan</td>
<td>Official earthquake death toll stands at 8,928, but another 12,664 unaccounted for</td>
</tr>
<tr>
<td>Mar 23</td>
<td>Washington</td>
<td>2 planes land at Reagan airport in spite of not reaching anyone in air traffic control</td>
</tr>
<tr>
<td>Mar 24</td>
<td>Florida</td>
<td>Huge overnight fire in a fuel tank area at Miami airport cancels dozens of flights</td>
</tr>
<tr>
<td>Mar 24</td>
<td>Myanmar</td>
<td>Earthquake M6.8 near Chinese border kills at least 75, injures over 110</td>
</tr>
<tr>
<td>Mar 25</td>
<td>Japan</td>
<td>New breach at Fukushima nuclear plant prompts voluntary evacuation for 30km.</td>
</tr>
<tr>
<td>Mar 27</td>
<td>Japan</td>
<td>Radiation levels in Fukushima pooled water 100,000 times higher than normal</td>
</tr>
<tr>
<td>Mar 27</td>
<td>Ontario</td>
<td>Explosion in a Woodstock apartment building injures 7, with 7 others missing</td>
</tr>
<tr>
<td>Mar 30</td>
<td>Japan</td>
<td>Thousands of evacuees may be displaced for months due to rising radiation levels</td>
</tr>
<tr>
<td>Mar 31</td>
<td>Switzerland</td>
<td>Parcel bomb explodes at the offices of the Swiss nuclear group in Olten, injuring 2</td>
</tr>
<tr>
<td>April 1</td>
<td>Arizona</td>
<td>Southwest Airlines 737 lands safely in Yuma after 3ft hole tears open in fuselage</td>
</tr>
<tr>
<td>April 4</td>
<td>US South</td>
<td>Severe storms across several states kill at least 8 in Tenn., Miss., and Ga.</td>
</tr>
<tr>
<td>April 5</td>
<td>Japan</td>
<td>Serious leak of contaminated water into the sea is finally located and stopped</td>
</tr>
<tr>
<td>April 5</td>
<td>Yemen</td>
<td>Clashes between protesters and military leave at least 6 dead and hundreds injured</td>
</tr>
<tr>
<td>April 6</td>
<td>Alabama</td>
<td>One killed, 3 injured, all in one family, by a shooter on Southern Union campus</td>
</tr>
<tr>
<td>April 7</td>
<td>Brazil</td>
<td>11 students killed in a shooting massacre at Tasso da Silveira school in Realengo</td>
</tr>
<tr>
<td>April 7</td>
<td>Japan</td>
<td>Biggest aftershock yet, M7.1, 4 weeks later, kills 6, knocks out power for millions</td>
</tr>
<tr>
<td>April 8</td>
<td>Hawaii</td>
<td>Explosion and fire in a fireworks warehouse in Waikiki kills 4, injures 2</td>
</tr>
<tr>
<td>April 9</td>
<td>Holland</td>
<td>Gunman opens fire in a mall in Alphen aan den Rijn, killing 7, wounding 16</td>
</tr>
<tr>
<td>April 9</td>
<td>Ireland</td>
<td>Huge 500lb homemade bomb in an abandoned van in Newry defused by police</td>
</tr>
<tr>
<td>April 12</td>
<td>Japan</td>
<td>At least 6 killed, more trapped, in an M6.4 earthquake and landslide in Iwaki</td>
</tr>
<tr>
<td>April 12</td>
<td>Japan</td>
<td>Fukushima nuclear disaster elevated to a level 7 event, equaling Chernobyl</td>
</tr>
<tr>
<td>April 13</td>
<td>Manitoba</td>
<td>Hundreds of people flee their homes in anticipation of impending floods</td>
</tr>
<tr>
<td>April 15</td>
<td>US South</td>
<td>Storms and tornadoes rampage through Mississippi and Alabama killing at least 13</td>
</tr>
<tr>
<td>April 17</td>
<td>US</td>
<td>Strings of tornadoes continue through Georgia, and Carolinas; death toll reaches 45</td>
</tr>
<tr>
<td>April 18</td>
<td>Japan</td>
<td>Death toll from earthquake reaches 14,000, but as many are still unaccounted for</td>
</tr>
<tr>
<td>April 22</td>
<td>Syria</td>
<td>More than 40 protesters killed when security forces open fire on them in Damascus</td>
</tr>
<tr>
<td>April 23</td>
<td>Missouri</td>
<td>Lambert-St Louis airport closed for 24 hours due to tornado damage</td>
</tr>
<tr>
<td>April 27</td>
<td>Afghanistan</td>
<td>Afghan military officer opens fire on US troops at Kabul airport, killing 9</td>
</tr>
<tr>
<td>April 28</td>
<td>US South</td>
<td>Another barrage of storms across at least 6 states causes at least 339 deaths</td>
</tr>
</tbody>
</table>