CRISIS MANAGEMENT:
AVAILABLE RESOURCES

Jaeyoung Cho, Ph.D.

Dept. Industrial Engineering

Center for Advances in Port Management

Agenda

- Definition of Crisis

- Crisis Awareness

- Crisis Category & Impact

- Local, State, and Federal level Crisis Management

- Case Study (Target)

Definition of Crisis

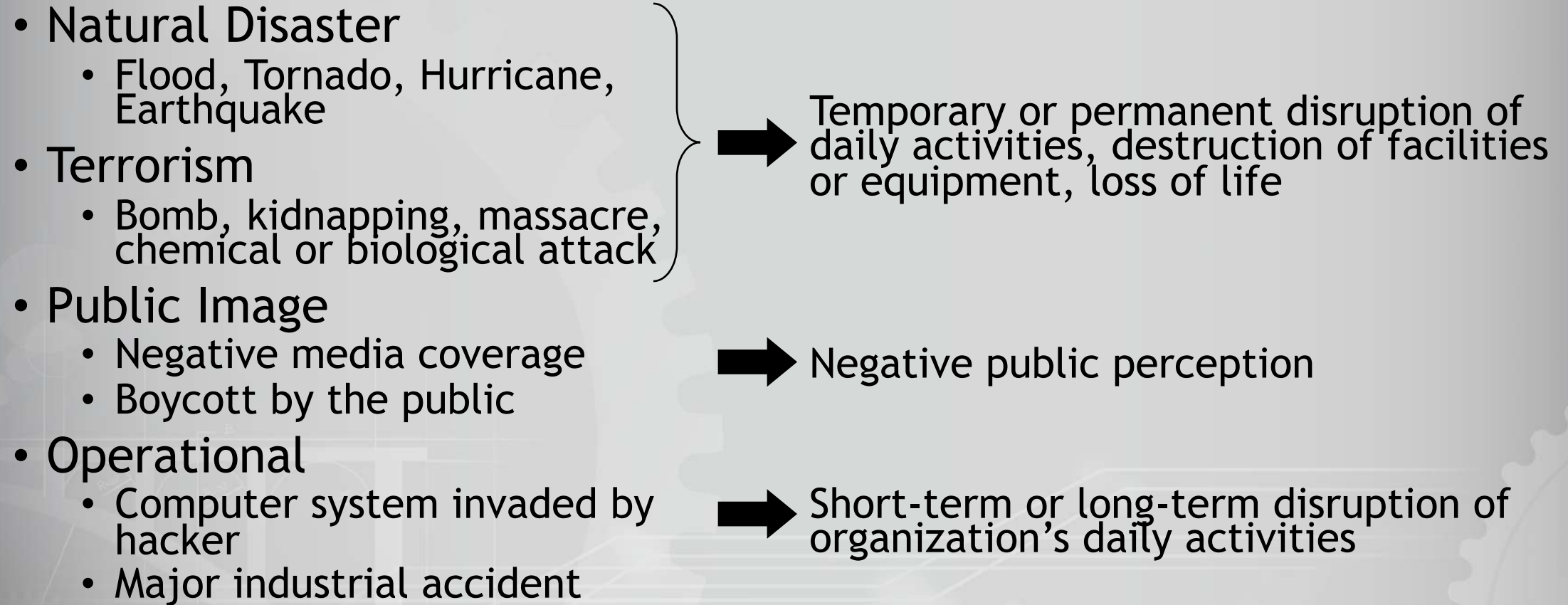- **Crisis** – a time of intense difficulty, trouble, or danger
  Origin: Latin from Greek → "Krisis" decision

- **Emergency** – a serious, unexpected, and often dangerous situation requiring immediate action

- **Disaster** – a sudden event, such as an accident or natural catastrophe, that causes great damage or loss of life

Crisis Awareness

Crisis Category & Impact

- Natural Disaster
  - Flood, Tornado, Hurricane, Earthquake
- Terrorism
  - Bomb, kidnapping, massacre, chemical or biological attack

➡ Temporary or permanent disruption of daily activities, destruction of facilities or equipment, loss of life

- Public Image
  - Negative media coverage
  - Boycott by the public

➡ Negative public perception

- Operational
  - Computer system invaded by hacker
  - Major industrial accident

➡ Short-term or long-term disruption of organization's daily activities

(Source: Internal auditors and their perceptions of crisis events, Crandall, 1999)

Local, State, and Federal level Crisis (Emergency, Disaster) Management

(Source: FEMA Emergency Management Institute)

At the **Local** level

- Acting as the primary **"first provider"** of emergency response services.

- Activating the Emergency Operations Center (**EOC**) and **Comprehensive Emergency Management Plan**.

- **Coordinating the response** with public and private organizations and agencies.

- **Notifying** the State Emergency Management Agency of the situation by regularly submitting Situation Reports (**SITREP**).

- **Requesting** the State Emergency Management Agency to provide State and/or Federal assistance.

            …..

At the **State** level

- **Monitoring** the situation.
- **Reviewing** and **evaluating** local (**SITREPs**).
- **Activating** the **State EOCs** to coordinate available State assistance.
- **Determining if the situation** is beyond the capability of the State and **if Federal assistance if needed**.

…..

At the **Federal** level

- Conducting **joint Preliminary Damage Assessments** (PDAs) with State and local governments

- **Approving or denying requests** for Federal assistance.

- **Activating** the procedures outlined in the **Federal Response Plan** (FRP).

- Establishing and Emergency Support Team (**EST**) to **monitor operations**

…..

At the **Local** level

- Acting as the primary **"first provider"** of emergency response services.
- Activating the Emergency Operations Center (**EOC**) and **Comprehensive Emergency Management Plan**.
- **Coordinating the response** with public and private organizations and agencies.
- **Notifying** the State Emergency Management Agency of the situation by regularly submitting Situation Reports (**SITREP**).
- **Requesting** the State Emergency Management Agency to provide State and/or Federal assistance.

.....

Case Study (Target)

- **National Level Exercise 2011**
  - FEMA-led national exercise focused on catastrophic earthquake in Midwestern United States
  - Week long simulation of a National Business Emergency Operations with Target's Command Center

- **Crisis Exercises**
  - Integrated exercises with private & public sector
  - Tabletop & simulated exercises
  - Drills with Corporate Command Center Team

- **Business Continuity Exercises**
  - All plans are exercised annually
    - Notification
    - Tabletop
    - Simulation
  - Technology / Disaster Recovery Exercises

Summary

- Definition of Crisis

- Crisis Awareness

- Crisis Category & Impact

- Local, State, and Federal level Crisis Management

- Case Study (Target)

References

- Global Crisis Management at Target (https://www.apec-epwg.org/public/uploadfile/act/Target+-+Bryan+Strawser.pdf)
- FEMA Training Catalog (https://www.firstrespondertraining.gov/frt/npccatalog)
- FEMA Crisis Management Course Details (https://www.firstrespondertraining.gov/frt/systemsSearch.do?courseId=2430&a=generateCourseDetailsPDF)
- FEMA Emergency Management Professional Program (EMPP) (https://training.fema.gov/empp/)

References (cont'd)

- Evaluating Federal Disaster Response and Recovery Efforts, FEMA, 2018 (https://www.fema.gov/media-library-data/1543445735676-425ee8b95eaa8657a7f5f4c8ecee1493/Evaluating_Federal_Disaster_Response_and_Recovery_Efforts.pdf)

- State of Texas Flooding Resources, Texas office of the Governor, 2018 (https://www.liveandworkwell.com/content/dam/laww/documents/special-alerts/DR_TX_10182018.pdf)

References (cont'd)

- Texas Emergency Management Workshop, 2018 (https://www.preparingtexas.org/Resources/documents/TDEM%20Training/T-610%20Nov%20Presenter%20Information/a_1a%20T-610_combined%20Nov%202018.pdf)
- Texas Emergency Management Statutes (https://www.dps.texas.gov/dem/GrantsResources/txEmerMgtStatutes.pdf)

References (cont'd)

- Crandall, W., McCartney, M., & Ziemnowicz, C. (1999). Internal auditors and their perceptions of crisis events. *INTERNAL AUDITING-BOSTON-WARREN GORHAM AND LAMONT INCORPORATED-*, *14*, 11-18.

- Hough, M. G., & Spillan, J. E. (2005). Crisis planning: Increasing effectiveness, decreasing discomfort. *Journal of Business & Economics Research*, *3*(4), 19-24.