



Webinar

# Disaster Recovery Planning & Crisis Communication:

Ensuring Business Continuity

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# Introductions

Working with you side-by-side, every day

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- Director, GP Strategies Corporate Crisis Management,
- Team Leader, IT Risk and Compliance, Internal Audit Dept.
- Chair, Corporate Data Privacy and Records Management Committee
- Chair, Corporate Governance Committee

## Past Leadership Roles

- Director, Wisconsin Emergency Management Agency
- Member, FEMA-NRC Nuclear Power Advisory Committee
- Superintendent, FEMA's Emergency Management Institute
- Director, Pennsylvania Emergency Management Agency
- Vice-President, Nat'l. Emergency Mgmt. Assoc. Region III
- Harvard Lecturer, Nuclear Power Plant Planning
- Sr. Vice President, Marsh & McLennan Crisis Consulting
- Member, IBM Global Crisis Response Team





# Agenda

- 01** Introduction & Speaker
- 02** Importance of Disaster Recovery Planning
- 03** Steps in Developing a Disaster Recovery Plan
- 04** Crisis Communication Planning
- 05** Creating a Crisis Communication Plan
- 06** Conducting Exercises and Testing
- 07** Lessons Learned and Continuous Improvement
- 08** Conclusion and Q&A

# Follow the book – Today let's make the book come alive

Recovery is different than response – people are tired. They have just been through a response.

## Hazards & vulnerabilities Include:

- Emerging events.
- Strategic variables.
- Timed emergencies.
- Short & long-term concerns.

## Recovery elements:

- Different yet recurring for each hazard / vulnerability.



Recovery is different than response.

# Vulnerabilities Chart

## Security

- Political Instability/Civil Disorder
- International Conflicts
- Terrorist Attacks
- Employee Kidnapping
- Consumer/Activist Protests

## Products

- Denial of Service
- Client Data Security
- Industry Parity
- Service Performance

## Human Resources

- Employee Sabotage
- Workplace Violence
- Labor Strife
- Succession Planning
- Performance Incentives
- Discrimination/Diversity
- Infectious Diseases
- Whistleblower

## Services

- Product Contamination
- Product Recall
- Product Tampering

## Operations

- Hazardous Products
- Fire/Explosion
- Environmental Issues
- Transportation Accident
- Large-Scale IT Failures
- Supply Chain Disruptions
- Loss of Utilities
- Business Interruption

## Legal/Regulatory Government Relations

- Negative Regulator Action
- Labor
- Environment
- Financial
- Transportation
- Regulator Reporting
- Sovereign/Political

## Business & Marketing

- Competitor
- Marketplace

## Corporate Governance

- Corporate Malfeasance
- Fraud/Scandal
- Loss of Leadership
- Conflict of Interest
- Completeness/Accuracy
- Organization Structure
- Internal Communications
- Knowledge Management

## Natural Disasters

- Floods
- Hurricanes/Tornadoes/Storms
- Earthquakes
- Wildfires

## Public Relations

- Community Issues
- National/Local Media Issues

## Financial/Economic

- Budgeting and Forecasting
- Equity

# The importance of disaster recovery planning

## Key points

Recovery is part of consequence planning - aim to restore people & services.

Plans must be understood by all, not just one person.

Understand employee demographics & special populations.

Identify critical assets for life-safety operations.

Management must comprehend potential consequences.

Consider facilities, utilities, health, environmental impacts, and logistics.

Only then, write the Recovery chapter of the plan.

Review After Action Reports for lessons learned.

# After action reports

## Mississauga train derailment

Occurred on Nov 10, 1979, in Mississauga, Ontario, Canada.

CP Rail freight train with hazardous chemicals derailed & caught fire.

Over 200,000 people evacuated - largest peacetime evacuation pre-Katrina.

Fire caused by lubrication system failure.

Resulted in no fatalities.



Pittsburgh Post-Gazette of January 4th, 1988, describes river pollution from Ashland oil tank failure & drinking water concerns.

# Steps in developing a disaster recovery plan

- 01 Functional planning:** Prepare for key capacities & capabilities.
- 02 Command & control:** Manage response, decide on rebuilding approach.
- 03 List functionalities:** Define mission, identify responsible parties.
- 04 Assets:** Identify helpers, their contributions, and logistics.
- 05 Build the team:** Assemble the right people.
- 06 Regulatory review:** Check for compliance.
- 07 Identify threats:** Can preparedness aid recovery?
- 08 Post incident analysis:** Determine next steps.
- 09 Action plan:** Write, test, and revise.
- 10 Ongoing communications:** Regularly update stakeholders.

It's like you are an operating room surgeon who has a patient the in front of them on the gurney and the emergency room doc has stabilized the patient. The surgeon read the textbook and a bunch of money was spent on their education and equipment. But that doesn't tell them, "Now I need to punch a hole in this person's chest to relieve the pressure on their heart. And how do I do that and have the training and confidence to do that in this crisis?" How do we create a reputation for competence and post emergency problem solving?

Plan – Exercise – Teach - Prepare



# Crisis communication planning – What is the trigger?

## **Crisis communication planning: triggers & audience**

### **Define audience categories:**

Separate internal & external for targeted outreach.

### **Incident reporting guidelines turn into part of the Recovery Message:**

1. Death or serious injury to employees or event attendees.
2. Significant property damage at a GP Strategies facility.
3. Emergency shutdown of a facility with employees.
4. IT emergencies: system loss, attacks, loss of IT personnel.
5. Events significant to the Company,

even if not meeting above criteria.

### **Potential significant events:**

- Premise evacuation
- Fire or explosion
- Media coverage
- Service interruption to major clients
- Event affecting stock price
- External threats (e.g., utilities)



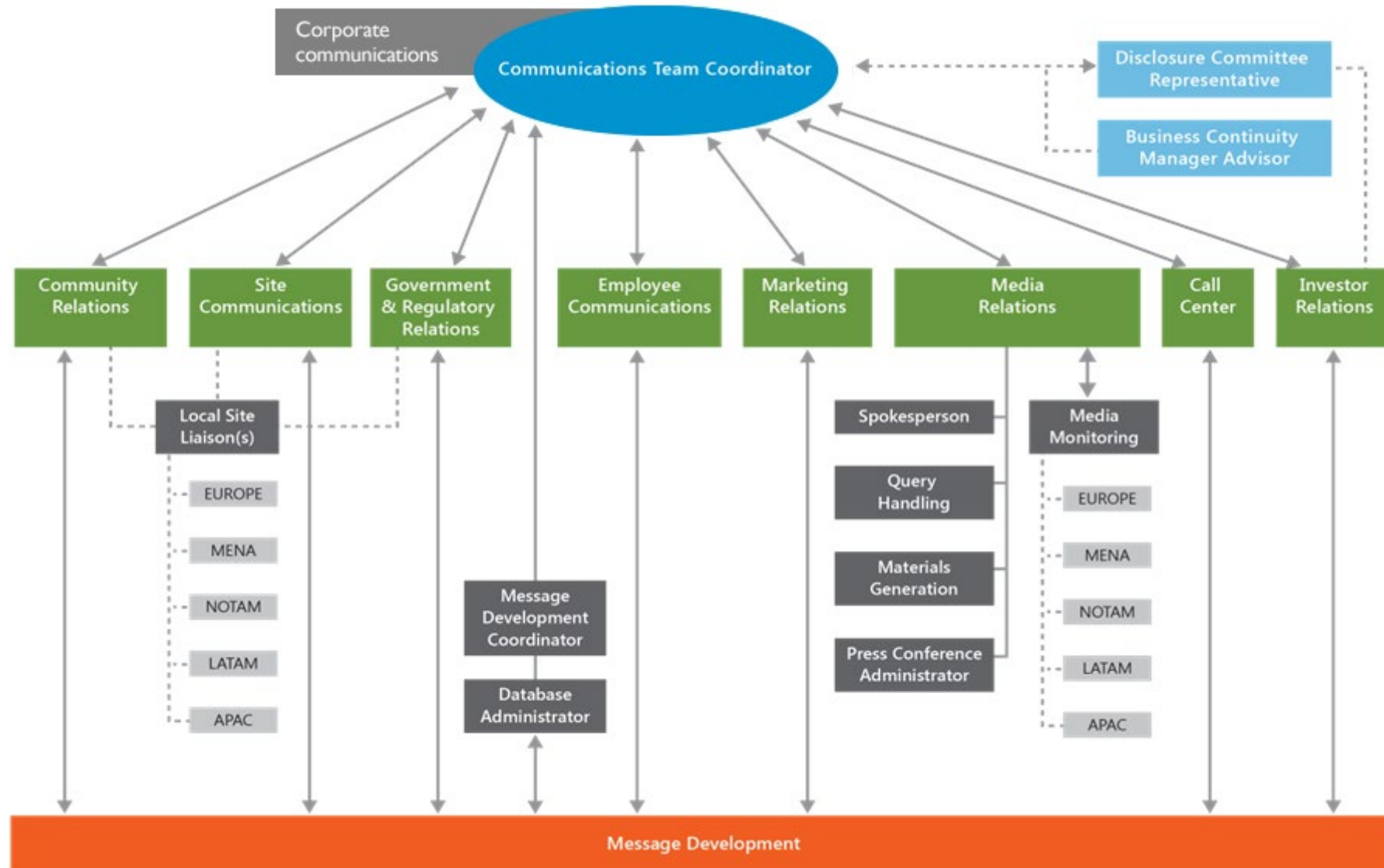
# Creating a crisis communication plan

The communications teams must have a concept of operations – from how to stage a press conference to pro-active outreach.

## Crisis communication assets

- Company information kits with fact sheets.
- Internal master format for press releases.
- Emergency social media policy.
- Global Statement of Capabilities.
- Fact sheet: Company history / timeline.
- Spokesperson & key personnel bios / photos.
- Executive Leadership US / investors / board-of-directors.
- VP and above Leadership bios.
- Site maps, profiles & information.
- Product & services fact sheets.
- Brochures
- Safety data sheets for key chemicals / processes.
- Photographs / B-roll.
- Company / site safety records.
- Company safety, training, hiring policies.
- Company product and safety awards.

# Communication team organization – (expanded view)



# Conducting exercises and testing

- Agree on exercise structure, guideline, after-action report, improvement plan.
- Commit to due diligence, standard of care, concern, fairness.
- Regularly exercise the plan, include all functions over time.
- Define clear objectives for each exercise.
- Remember, exercises are a training vehicle, not the only training.
- Simulate high-pressure situations for communication teams.
- Rotate exercise facilitators between teams.
- Treat it as an "exercise program", not random drills.
- Include executives regularly, can rotate leadership roles.
- Participation in exercises part of career development, succession planning.
- Maintain a formal environment with outside observers, evaluators if needed.

# Lessons learned and continuous improvement

Continuous improvement can only be achieved if you are professional, predictable & acceptable.

## Lessons learned & continuous improvement

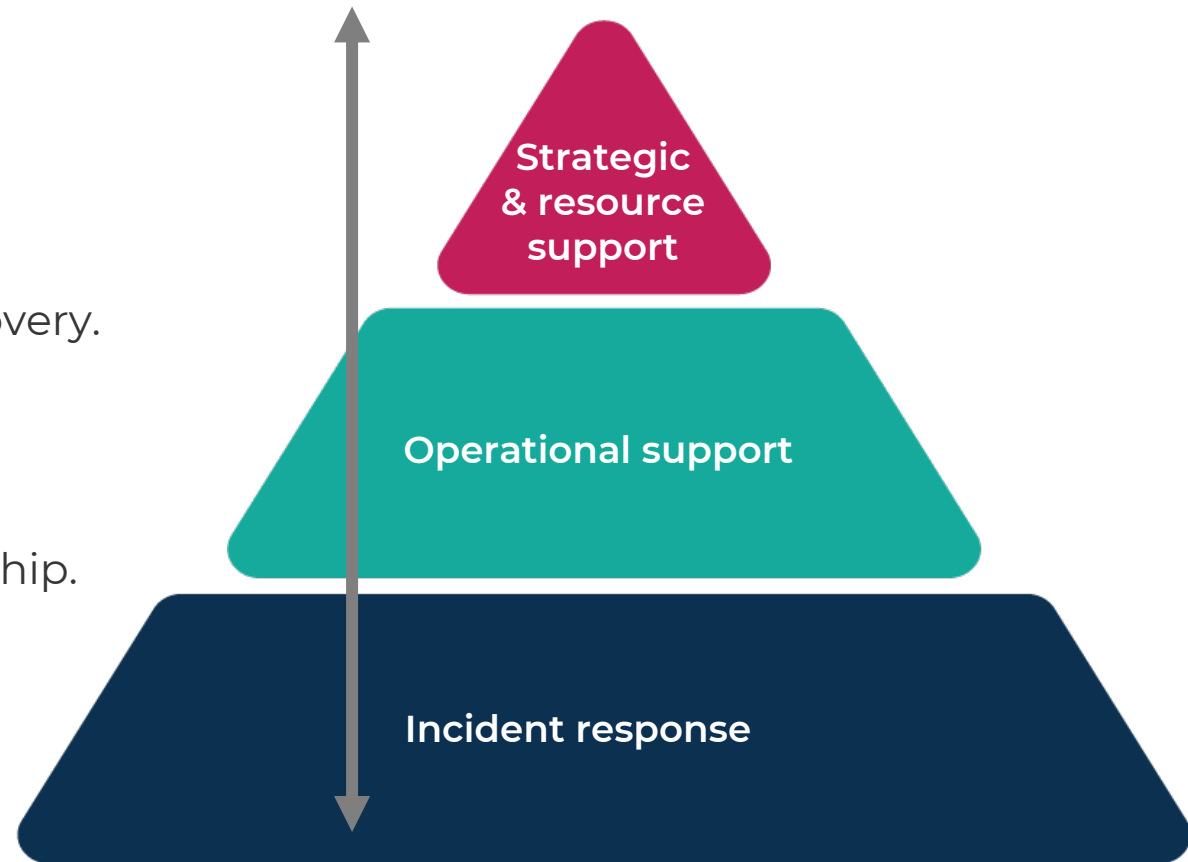
- Use after-action report (AAR) to inform improvement plan.
- Offer targeted training & planning based on AAR findings.
- Demonstrate commitment to safety, security, stakeholders.
- Manage expectations by highlighting risks, strengths, shortfalls.
- Ensure ongoing success with employee training & integration.
- Emphasize the 3 r's: readiness, response, and responsibility.

# Corporate crisis management team & crisis management program staff

Corporate incident report team & crisis management program coordination

## Incident response organization

- Business continuity.
- Information technology disaster recovery.
- Site emergency response.
- Employee safety & security.
- Crisis management program leadership.



# Conclusions

Learn from others' experiences to improve your recovery plan.

Recovery planning requires practice and communication.

Success lies in proactive outreach to local community leaders.

Collaboration with nonprofits, farm bureaus, churches, and more is key.

Recovery is achievable with the right planning and effort.



Reduce "first-time effects" by learning from others' experiences.



Seeing actual recovery plans helps victims and officials understand the process.



Emergency readiness leaders must contemplate various "what if" scenarios.



Sharing these plans in advance can serve as a morale builder.



Recovery planning and exercises help people visualize potential actions.



Recovery planning can empower people, providing hope and a sense of control.

Open discussion

Q&A







# Thank you

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