

Crisis Management

Dave Dooley, Director of Security Casino Rama
Monica Banda, Security Manager Caesar's Windsor Casino

April 28, 2009

Crisis Management

- Introduction to Crisis Planning Management
 - No business is exempt from crisis
 - Planning requires time and effort
 - Being prepared now can prevent injuries, loss of life, loss of business, minimize down time, etc
 - Identify potential hazards and risks to your business
 - Create a “Crisis Management Plan”
 - Review, practice and update plans
 - Communication (correct, timing)

Crisis Management

- Definitions

- Emergency

- A situation or an impending situation caused by the forces of nature, an accident and an intentional act or otherwise that constitutes a danger of major proportions to life or property.
 - An foreseen combination of circumstances
 - 3 types:
 - Human Caused
 - Natural
 - Technological

- Crisis

- A major, unpredictable event that threatens to harm an organization and it's stakeholders
 - Although unpredictable they are not unexpected
 - Basic components:
 - Pose a threat to an organization
 - Contain an element of surprise
 - Require short decision time

Crisis Management

- Emergency Examples
 - Natural
 - Fog, flooding, tornado, wind, rain
 - Snowstorms/blizzards
 - Extreme heat/cold
 - Technological
 - Building or structural collapse
 - Critical Infrastructure failure
 - Hazardous materials
 - Human
 - Civil disorder
 - Sabotage
 - Terrorism
- Crisis Examples
 - Information sabotage
 - Hazardous material leak
 - Personnel or customer assault
 - Malicious rumors
 - Vehicular fatality

Crisis Management

- Crisis Management Model

Requires an understanding of how to handle a crisis before it actually occurs. The plan must be flexible enough to confront all potential hazards and minimize potential crisis or if it becomes a crisis, prevent it from consuming your company's reputation and resources.

- 4 components

- Prevention and Mitigation

- Steps taken to prevent or reduce the effects of a crisis

- Preparedness

- Steps taken prior to a crisis to ensure an effective response

- Response

- Steps taken in response to a crisis

- Recovery

- Steps taken to recover from an crisis

Crisis Management

- Prevention and Mitigation
 - Identify potential hazards
 - Work with community emergency responders
 - Seek input from staff
 - Review past data
 - Development of sound Policies and Procedures
 - Review procedures with staff (awareness of their roles and expectations)
 - Pre-arrange practice sessions drills, scenarios, tests, etc
 - Insurance coverage/Risk Assessment (identifying the obvious risks)
 - Back up for IT (information and technology) and communication
 - People trained to do multiple key tasks
 - Outside agencies to assist in staffing coverage
 - Other redundancies
 - Back up generator, portables
 - Vendors for supplies (fuel, water, etc)
 - Transportation arrangements
 - Health and Safety procedures adhered to (JHSC)

Crisis Management

- Preparedness (similar to Mitigation and Prevention)
 - Develop a plan
 - Who should be involved
 - Delegate responsibilities
 - Manageable
 - Develop solid working relationships with Emergency Responders (Police, Fire Ambulance, EMO, etc.)
 - Develop strong working relationships with municipal utilities (public works, oil & gas, hydro, etc)
 - Work co-operatively with the surrounding community
 - Compare plans
 - Share resources
 - Share information for emergency contacts
 - Communication with patrons, employees, media, etc.
 - Supplies
 - Radios
 - Contact lists
 - First aid supplies
 - Blueprints
 - Practice. Practice. Practice
 - Table top exercises
 - Drills
 - Management training (fire, evacuation, crowd control, etc.)

Crisis Management

- Response
 - Assess the situation
 - Quick accurate determination that you are facing a crisis situation
 - Immediate response to the situation
 - Follow your plans
 - Chain of command
 - Know that there always exists an element of surprise
 - Make basic decisions
 - Maintain communication with appropriate staff and Emergency Responders
 - Minimize chaos
 - Training
 - Trust in Crisis Leaders and Emergency Responders
 - Be flexible and ready to adapt as every situation is different
 - Ensure that accurate records maintained (Legal Notes)
 - Times, dates, locations, etc.
 - Who was involved
 - What happened
 - Photos

Crisis Management

■ Recovery

- Crucial to get back to business as soon as possible (financial)
- Repair damages and return to acceptable condition
- Learn from the Crisis
 - Debriefings with staff
 - Preventative measures put in place
 - Emotional impact on staff
 - Acknowledgements for tasks performed (above and beyond)
- Evaluate entire incident
- There is always something to be learned from every emergency situation you deal with

Crisis Management

■ Crisis Experiences

- Power Outage 2003 (55 million people affected)
- Chemical Leak in Rotunda
- Hotel Generator Fire
- Parking Lot Suicide
- Car fire
- Flash flood
- Medicals (heart attacks)
- Patron assault
- UPS malfunction (critical systems affected)
- Parking lot garden fires (mulch)

Crisis Management

“Effective crisis management is often a function of effective teamwork. The bonding of a team is enhanced when it’s members exercise together. This allows everyone to begin to understand how they will work together under the pressure of the real thing.”

Mayer Nudell author of the Handbook For Effective Emergency and Crisis Management