Expect the unexpected

Expect the unexpected

A comprehensive introduction in the PrepTIME crisis management system.

Authors:
Bas Poelmann
Arjan de Pauw Gerlings

Colophon

Authors: Bas Poelmann,
Arjan de Pauw Gerlings

First edition 2018
ISBN: 9789463679022

Layout: Samplonius & Samplonius b.v.

TABLE OF CONTENTS

1. Preface 1
2. About the authors 3
3. A word of thanks 4
4. Introduction 5
5. Definition of a crisis 8

Part A - Some crisis generics 11
6. Prevention 12
7. Phases of a crisis 14
8. Crisis organization 20
9. Facilities 25

Part B - PrepTIME 29
10. The PrepTIME system 31
    Does a crisis come unexpectedly? 31
    Crisis management is a team effort 32
    Principles of the PrepTIME system 34
11. Training 37
    Simulations? 37
    Training system 39
    Repetitive schedule 43
    Training methods and philosophy 43
    Enter management games 44
12. Meeting structure 50
    Meeting types 51
    Prepare the meetings 51
    PEAR.RL threat analysis 52
13. Media response and "outside communication" 57
    Winning the framing contest 58

Appendices 63
Appendix 1. Phase I: Preparation 64
Phase II: Alarm/Mobilization Phase 69
Phase III: Acute phase 72

TABLE OF CONTENTS

	Phase IV: Stabilization phase	75
	Phase V: Recovery / Normalization phase	77
	Phase VI: Aftercare	79
Appendix 2.	The 6-Column model for logging	82
Appendix 3.	Making a Time Line	83
Appendix 4.	Typical Crisis Meeting Agenda	84
Appendix 5.	The PrepTIME step-stone checklist	85
Appendix 6.	Generic Crisis Management Flow Chart	90
Appendix 7.	Generic Escalation matrix	91
Appendix 8.	Example Status board designs	92
Appendix 9.	Glossary	95

1. PREFACE

How much is preventing or controlling a crisis within your organization worth to you?

And all of a sudden it goes all wrong! A destructive fire, power failure, hacking, fraud, an act of violence, explosion, pollution and/or mass (food) poisoning, adverse weather conditions and so on... There's many conditions to be summed up which can threaten the continuity of your organization. Your reputation and the safety of your visitors and employees are no longer guaranteed under such circumstances. Everything you have built up carefully over the past years can evaporate before your eyes.

To be prepared for this, most medium and large organizations have a crisis organization which takes over control immediately. Taking over control however is not something done easily and is not to be taken lightly. In my experience, most organizations give the generic crisis management process the attention that it deserves only then: when the crisis is already manifest.

What I observe regularly, is that attention for prevention and possibly controlling crisis situations is not self-explanatory. It takes a lot of effort to assemble the members of a crisis management team at most once or twice a year for a workshop and/or a crisis exercise. On one hand understandable: time is a scarce resource. On the other hand, while managing a crisis too many preventable mistakes are still made so the process requires and deserves more attention.

And suddenly I'm approached by Bas Poelmann – Bas has become an accomplished trainer and crisis manager over the years – who I have met years ago as a student when I was conducting a training in crisis management. His approach directly appealed to me. For his employer, he travelled all over the world. In the long evenings spent alone on hotel rooms and airport lounges he had written down all his knowledge and findings related to crisis management. From that documentation, a whole new approach to crisis management was formed: The PrepTIME system was born!

After reading the first concepts I became increasingly enthusiast about the described methodology. Besides more attention in a broader perspective, I also detect a desire for more deepening of skills and knowledge with our clients. Superficial knowledge and experience with crisis management process no longer suffice. Proper generic management skills will only get you so far, but are unfortunately no longer enough. With the PrepTIME system, Poelmann introduces an interesting approach in which his model treads new appealing and challenging paths, both in a broad perspective as well as in depth.

Now back to the title of this preface. What is it worth to you – preventing or controlling a crisis within your organization? To every (crisis)manager seriously contemplating this question, I strongly recommend reading this book!

Michiel Kuethe
CEO In The Picture B.V.

2. ABOUT THE AUTHORS

Bas Poelmann started his career in the Dutch armed forces, serving as an officer in the Royal Netherlands Army for several years after completing the Royal Netherlands Military Academy. In 2006, he started working for Falck, further developing skills in safety and Emergency Response training. He specialized in Scenario Based Training, a form of training in which immersive scenarios are used to train Emergency Response personnel from primarily offshore installations and ships. Together with a small team operational crisis management courses were developed, again both for the offshore and shipping industry. Bas trained and coached Falck's crisis management trainers and developed Emergency Response and crisis management training programs on strategic level for high risk industries.

Arjan de Pauw Gerlings is senior crisis management trainer at Falck Safety Services. As a Certified Crisis Management Professional, he is involved in the development of crisis management training courses for operational, tactical and strategical levels and recently developed a crisis management training for the maritime world. Together with Bas Poelmann he provides these programs at the training facility in Rotterdam, on the assets or at head offices around the world.

With a background in operational crisis management and roots in high risk industries, the PrepTIME system was developed in the conviction that crisis training should be more comprehensive and fun and introduced the use of management games to help large organizations and companies prepare for the unthinkable, in a proactive way.

3. A WORD OF THANKS

The authors would like to thank Garth Howard and Karin de Raad for their advice and the time they took to review the preliminary versions of this book. We'd like to thank Michiel Kuethe and Mariëtte Neumann from In The Picture for their time, dedication and professionalism. Their advice was invaluable and without their words of wisdom this book would not have been the same as it is today.
We'd like to thank Falck Safety Services for their support and opportunity to gain experience and knowledge.

4. INTRODUCTION

Risks

Risks exist in every business. We know this. Therefore, we manage them. Every company has made risk assessments and has consequently introduced risk reducing measures. After these measures, we accept the fact that there is a residual risk which is deemed acceptable, or "ALARP[1]". In a high hazard industry, a company may have hundreds of identified risks, and assumingly, all of them have been managed well by applying risk reducing measures. Every single one of them is thus "acceptably low".

The fact is, there are remaining risks. Each one of them is acceptable on an individual level. But have we ever looked at the chance of the cumulative risk? What is the chance that a single one of those residual risks ever becomes manifest?

As a risk is defined as chance x effect, we can either take measures to limit the effect/damage that a manifest hazard does or we can take measures that limit the chance of an occurrence. Especially in the latter, there is a latent problem. If all of our managed risks have a very small chance of occurrence they are deemed acceptable, even if the possible effect is still relatively high. The cumulative chance that a random one of that list ever becomes manifest over time, regardless which one, is a lot bigger than the individual chances. The longer the list of our managed risks, the higher the chance that eventually a random one out of that list of high-effect-low-chance-hazards finds its way through the Swiss cheese model[2].

Most risks that are identified, are internal risks and we have some degree of influence on these, but there is another category of risks: externally induced risks. We have little control over external factors, which may also cause a crisis situation. Examples are of course harsh weather conditions or other natural phenomena, which we actually might treat as internal risks, but also large accidents caused by our neighbours with a cross fence area of effect can have a severe impact on our business.

1. ALARP: As Low As Reasonably Practicable
2. Swiss cheese model: a model used in safety studies to describe mitigative barriers and their possible weak points, the holes in the cheese.
3. Do you have one?
4. You do have one, don't you!?