Agenda

- Pre-crisis Planning
- Managing a Crisis
- Post-crisis Actions

Pre-crisis Planning

5 Pillars of Crisis Management Preparation

- Preparing Your Staff

- Plan and Practice

- Command and Control

- Communication

- Leveraging Resources

Preparing Your Staff

- Ensure the availability of the following in paper and electronic form:
    - Detailed city and country street maps that include potential overland evacuation routes, safe houses, locations of other trusted contacts
    - Phone trees with up-to-date contact information
    - Relocation and lock-down locations and options
    - Contingency plans that can be followed by staff in the event of a loss of contact with crisis management personnel who are not co-located with staff

Preparing Your Staff

- Consider dependents in-country.

  - Where will your employees' children and spouses be when it comes time to evacuate or at the onset of a major crisis?

- Encourage staff to prepare Go Bags.

- Ensure transportation and evacuation option redundancies.

- Plan to utilize your government resources, but avoid over-reliance on government entities as an option for evacuation.

Preparing Your Staff

- Provide staff with:

  - A country-specific security briefing

  - General security best practices, such as OSAC's Security Overseas Seminar, an online training course that teaches basic security precautions and awareness.

What's in a Go Bag?

- Extra clothing

- Medications

- Medical & dental records

- School records

- Passports and visas

- Personal checks, ATM/credit cards

- Extra glasses and prescriptions

5 Qualities of a Good Crisis Management Plan

- Realistic

- Flexible

- Practiced

- Current

- Specific

Developing Your Decision Points and Actions

- See "Crisis Preparedness Part 1" for detailed guidance on this subject.

- Good crisis management plans cover a variety of contingencies, such as:

  - Explosions

  - Civil disorder

  - Internal defense

  - Weapons of mass destruction

  - Natural disasters

  - Hostage taking/kidnapping

  - Hijacking

  - Large-scale health incidents

Developing Your Decision Points and Actions

- What tripwires might you consider?

    - A break-down in law and order, such as widespread discontent and a more severe use of force by police

    - Increase in DoS critical STEP Alerts and/or Travel Advisory change

    - A credible and specific threat to personnel in-country
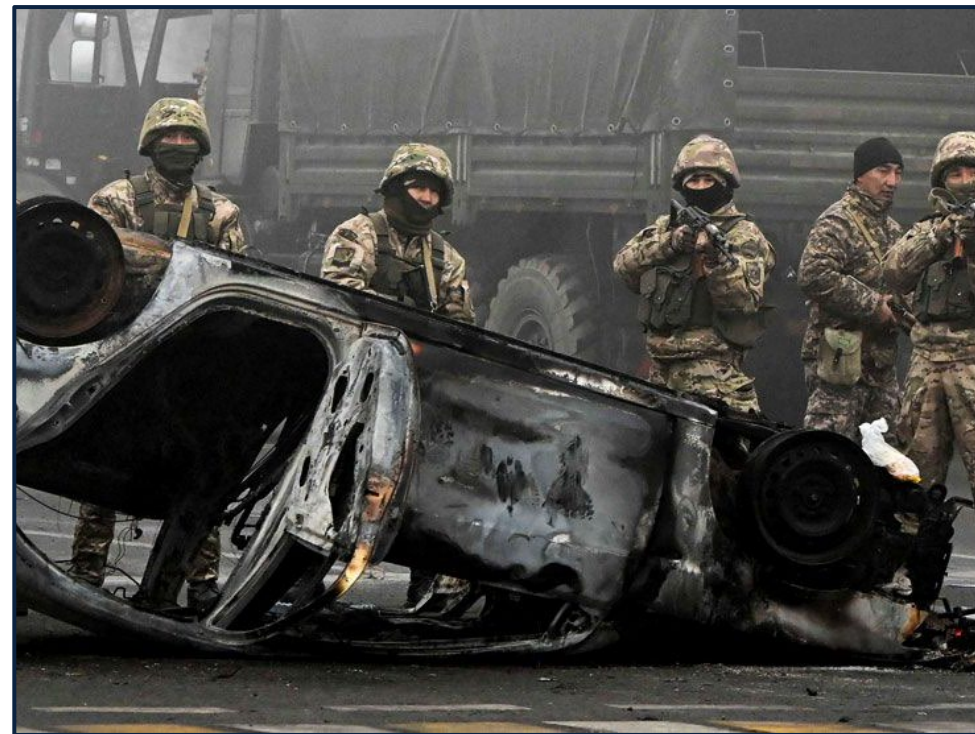
Developing Your Decision Points and Actions

- What tripwires might you consider?

  - An impending breakdown in communications infrastructure

  - A predicted natural disaster that directly threatens facilities and assets where personnel are located

  - Benchmarking with peer organizations indicating that others are planning to evacuate
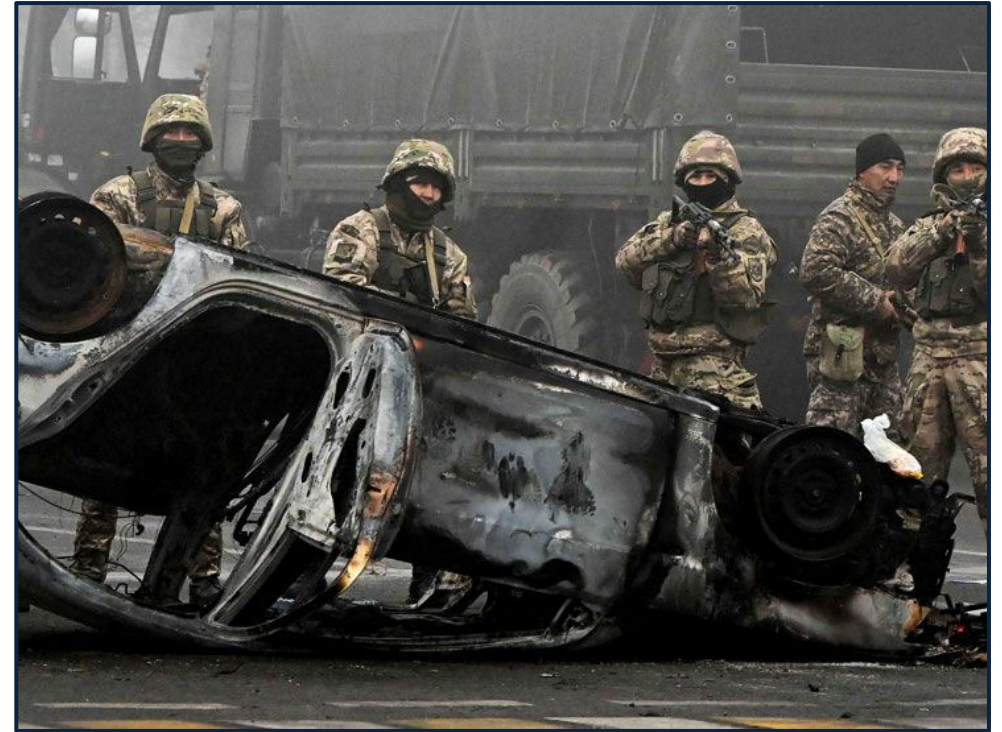
Practice, Practice, Practice!

- Run drills and practice the plan

  - The emergency plan must be practiced, edited, and practiced again

  - Each member of the organization, from the CEO/management to the cleaning crew, should be aware of the plan and his unique role and/or responsibility

  - Thorough pre-departure training is essential for field staff

  - Larger drills encompassing teams should also be run so that all personnel understand how to support teamwork during a crisis

Command and Control

- Establish a functioning command and control structure
  - Who are the key decision makers?
  - Who is responsible in the event that these key decision makers are unavailable?
  - Who is responsible for security-related issues, internal and external communications, human resources?
- Determine emergency and non-emergency staffing
- Review potential for evacuation/closure
  - Systematic assessment of decision points and situation-specific tripwires

Command and Control

- Who could be a part of the Crisis Management Team?
    - HR
    - Legal
    - Public Relations
    - Travel Department
    - General Counsel
    - External Affairs
    - C-Suite
    - Security

Communication and Info Sharing

- Feeding the "Beast"

- Communicating with media

- Communicating with affected families/other offices

- Utilizing social media

Resources

- In-country networks

  - Peers co-located in the same country as yours

  - Network with contacts in other industries or NGOs, trusted local sources, and government organizations

  - Build these relationships before a crisis hits

  - Use OSAC Country Chapters and Common Interest Committees!

- Strategic networks

  - Comprised of peers involved in transportation and logistics, security management, information analysis, and communications

  - Sources of support when a crisis erupts

Resources

- OSAC resources

  - Analysts and Program Officers, Duty Officer in emergencies

  - OSAC's Security Overseas Seminar (OSAC SOS), a basic security training module

  - Country Chapter and Common Interest Committee communication systems (e.g. WhatsApp, Signal, Skype, Google Groups)

  - SNAP Calls with Regional Security Officers

  - LinkedIn and Twitter

  - Other OSAC Products (e.g. 11 Best Practices for Crisis Preparedness)

- All personnel should sign up for STEP Alerts from the U.S. Embassy and Consulates!

Managing Mid-crisis

Managing Personnel

- Establish the Crisis Management Team early
  - Identify the incident commander and other roles and responsibilities.
  - Be clear from the beginning who is making decisions, who is communicating information, and how each will do this.

- Example: Establish a schedule where information is communicated to senior management at specific intervals each day during the crisis, in order to minimize distractions and interruptions.

Managing Personnel

- You may first need to evacuate to another area in-country, in order to move evacuees to a staging area for international departure

    - Common occurrence when personnel are working in remote villages or on remote work sites

    - Map out these contingency plans

- May require transporting people overland to border crossings into other countries where they can then catch an international flight

    - Know potential overland evacuation options before a crisis hits

Managing Personnel

- Have a plan for the reception of evacuees once they arrive at the designated evacuation point

- Deploy personnel to provide medical treatment and basics such as food and water

- Provide currency and onward tickets for evacuees not staying in the country they've been evacuated to

- Assist with accommodation options

- Consider sheltering in place as an option

Managing Communications

- Keep information flowing.

- Clearly communicated information is crucial.

  - Messaging could be misinterpreted, fragmented, contradictory, or simply misunderstood.

- Communications should be pre-determined with both a strategy and focal person so that an action plan can be implemented on short notice.

Managing Communications

- Shift from strategic information and analysis to specific and trusted tactical information.

  - Most important information hinges on what you need to know to get your people out safely.

- Need to leverage trusted contacts in government, private sector organizations, and people with boots on the ground.
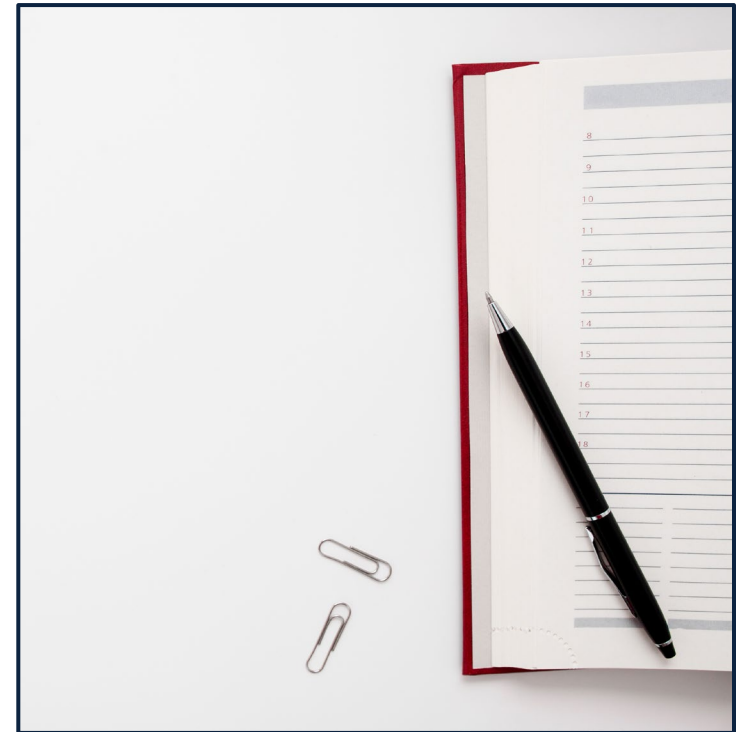
Post-crisis Actions

In This Section

- Review Your Plan

- Account for Employees

- Strengthen Your Networks

- Manage Re-entry

Review Your Plan

- Engage in after-action reviews

- Capitalize on mistakes

- Recognize successes

- Identify key lessons learned while they are still fresh

- Update contingency plans based on your findings

Account for Employees

- Consider offering counseling to facilitate recovery from the physical and mental toll of the event.
  - Important for both those who were evacuated as well as those who remained

- Engage in discussion with the individuals who were involved in the crisis.

- Ask them to share their own recollections of how it was managed.

- Allow them to offer suggestions for future events.

Strengthen Your Networks

- Strengthen your inter-organization cooperation and your use of resources
- Build or enhance information and logistics support networks in-country

Manage Re-entry

- Examine reverse tripwires to assist in decisions on when conditions will permit re-entry into the area.

- Factors to Consider:

  - Presence of a functional security apparatus?

  - Functioning transportation infrastructure?

  - Consistent availability of basic day-to-day necessities including food, water, and electricity?

Thank you.
Contact OSAC's Asia Team with any inquiries.

May 2022   OSACAsia@state.gov   OSAC.gov