

**CMI** Crisis Management International

**The Human Side of Business Continuity and Pandemic**

For:  **API**

12 November 09  
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**Manage the Unexpected**

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### Objectives

- **Components of a Crisis Human Impact Program . . .**

A take-and-use template  
Including pandemic

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### Integrated Recovery

**Integrating . . .**

- Crisis Management**
  - Meeting the needs and concerns of people
  - Real and Perceived
- Business Continuity**
  - Meeting business needs during times of crisis



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### Crisis Leadership

- Protection of core assets during crisis response
  - Research results (duplicated many times)
  - “People first” accelerates business recovery

**Correlation:** Short term expense on people = enhanced long-term crisis recovery



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### Crisis Response Transition

- From caring for people...
- To business resumption


What are the components of an effective Human Impact Program?



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### Pandemic



**Expected issues when it does hit . . .**

- Beyond the common:
  - Social distancing
  - Work from home
  - Personal hygiene issues


**False Warnings**

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## Pandemic: Human Side of BC

Deprivation	→	Basic resources
Isolation	→	Connectivity
Chaos	→	Structure
Helplessness	→	Efficacy
Victim	→	Survivor



Strategic Use of Technology

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## Pandemic

### Strategic Use of Technology

To . . .

- Increase adaptive behaviors and reduce risk taking
- Reduce interpersonal and emotional deterioration
- Support key leaders and crisis responders




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## Pandemic

### Strategic Use of Technology

- 2-way communication with real-time monitoring and feedback
- Communicate risk and health information
- Conduit for knowledge, trust building, materials, and resources




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## Pandemic

### Strategic Use of Technology

- Central source of information
- Social networks
  - Virtual neighborhoods using Intranet, blogs, websites, etc.
- Promote: Calming, social connectedness, self-effectiveness, sense of safety, and hope



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## Pandemic

### Strategic Use of Technology

For Leaders . . .

- Medium for just-in-time training
- Connection with trusted advisors /consultants
- Coordinate financial relief, childcare, delivery of food, supplies, medication, etc.
- Track appropriate work-rest schedules




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## Human Impact Program

- Human Impact Team
  - In addition to Emergency Response and IT Support
  - Focuses exclusively on people issues
  - Multidisciplinary Core Team



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## Human Impact Program

- Family Representatives
  - Internal team(s) trained to interface with families of seriously, and fatally injured employees



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## Human Impact Program

- Communications Liaison
  - Information to and from employees, suppliers, distributors, customers, etc.




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## Human Impact Program

- Accounting for People
  - Not just a software or hotline solution
    - Need policies in how to manage
  - Other Modalities: Emergency notification system, social networking, e.g., Twitter, blogs, and Facebook




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## Human Impact Program

- Hotline
  - For 2-way dialogue
  - Push out messages
    - Easily updated
  - Pull needed information from impacted stakeholders
    - How to compile info?
    - How will info be used?



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## Human Impact Program

- Health Services
  - Physical
    - Valid info from trusted resource(s), and
  - Psychological
    - Experienced crisis mental health professionals



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## Human Impact Program

- Next-of-Kin Notification
  - For death and serious injury / illness



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## Human Impact Program

- Financial Aid
  - Accommodating logistical and financial needs of people and business recovery
  - Policies and procedures established for the unexpected



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## Human Impact Program

- Claims and Benefits
  - Policy explanations and “exceptions”



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## Human Impact Program

- Memorials and Outreach
  - Onsite and/or virtual services, funeral attendance, remote outreach, anniversary remembrance



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## Human Impact Program

- Contractor Liaison
  - Addressing special needs of contract employees
  - Coordinate with contracting companies' leadership



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## Human Impact Program

- International Liaison
  - Meeting needs of remote / ex-pat employees
  - Foreign customs and laws known and addressed



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## Human Impact Program

### Re-entry Process

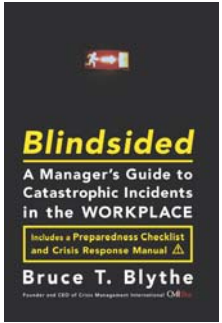
- Facilitating return to work
- Transition from caring to productive work
- Establishing a new normal



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**Blindsided**  
A Manager's Guide to Catastrophic Incidents in the WORKPLACE  
Includes a Preparedness Checklist and Crisis Response Manual  
**Bruce T. Blythe**  
Founder and CEO of Crisis Management International, CMI Inc.

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## Human Impact Program

Human Impact Team:

1. Family Rep Program
2. Communications Liaison
3. Accounting for People
4. Hotline
5. Health Services
6. Next-of-Kin Notification
7. Financial Aid
8. Claims and Benefits
9. Memorials and Outreach
10. Contractor Liaison
11. International Liaison
12. Re-entry Process



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