



Once You Know, Are You Ready To Do? Identified Vulnerabilities and Testing for Businesses

5th in Series

Firestorm Insights
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How Do You Know What You Don't Know

May 2015

The webinar "Once You Know, Are You Ready To Do? Identified Vulnerabilities and Testing for Businesses" was presented by Jim Satterfield, President, COO and Co-Founder of Firestorm.



"There's a balance between risk and crisis. Risk is all around us. How we deal with it makes the determination if it moves from being just a disruption into a crisis or a disaster for a business."

-Jim Satterfield
Firestorm President

What is Foreseeable?



Risk/Crisis Conundrum

Crisis: a crucial or decisive point or situation (*a turning point*) creating a condition of instability and/or danger leading to an abrupt or decisive change at which the trend of all future events is determined.

Risk is all around us; how we address that risk will determine if a crisis occurs.

-Jim Satterfield, Firestorm President

Transform Crisis Into Value

CONTROL CRITICAL SUPPLY CHAINS

TRAIN EMPLOYEES FOR BOTH WORK & HOME

IDENTIFY & MONITOR ALL THREATS & RISKS

CONDUCT EXERCISES AND UPDATE PLAN

DEVELOP CRISIS COMMUNICATIONS PLAN



The ROI of Crisis: Business as “Unusual”

A crisis is not business as usual. A crisis is business as unusual.

How you answer the question “What should we do now?” will have far reaching implications for a company or organization.

Communications within a crisis plan need to be: short, direct and clear. Eliminate words such as “code yellow” because similar terms may cause confusion during a crisis event.

Updating your plans on a regular basis is a key requirement.

*But **testing** is also a key requirement.*

*-Jim Satterfield,
Firestorm President*

Stages of Escalation – Base of All Plans



Take the above five stages and create test exercises for each step. Therefore, over the course of a few years, you will have tested your plan from start to finish.

Crisis Strategy Questions

- What Occurred?
- What is Known?
- What will Happen Next?
- What are you Concerned About?
- What is the Plan?
- What is the Monitoring Plan?
- What are the Metrics?
- What are the 3 Key Messages?
- Who is the Spokesperson?
- What Training have They had?
- What are the Threats/Risks/Vulnerabilities?
- Who are the Internal & External Parties?
- What are their Agendas?
- Engagement by Counsel?
- Records Retention?

Initial Crisis Management Actions - PREDICT.PLAN.PERFORM.®

- Establish What Happened
- Identify Key Information Contacts
- Identify Risk/Vulnerabilities
- Establish Command & Control

- Establish Social Media Monitoring
- Establish Electronic & Print Media Monitoring
- Identify Brand Supporters
- Identify Brand Detractors
- Conduct Investigation
- Identify Stakeholders
- Create Initial Messages
- Monitor
- Identify Spokesperson
- Crisis Communications & Media Training
- Open 24/7 Call Center
- Establish Social Media & Internet Sites
- Update Message Maps
- Identify Future Media Triggering Events
- Press Release & Press Conference Strategy
- Move Forward Plan
- Update Project Calls
- Determine Who is Going Onsite

Test Exercise Benefits

- Practicing emergency response helps assure that the response can proceed predictably during a crisis or disaster;
- Participation in exercises familiarizes everyone with the vulnerabilities, impacts, plans, mitigation strategies, incident management and crisis communications;
- Testing allows problems or weaknesses to be identified and used to stimulate necessary and appropriate changes; and
- Errors committed and experience gained during testing will provide valuable insights and lessons learned that can be factored into the planning/updating process.

“Testing lets us make mistakes in a controlled, safe environment.”

The First 24-Hours



Everything you learn initially in a crisis is wrong. You're forced to make decisions based upon wrong information. That is why it's going to be so very critical to have these things [plans] laid out in advance.

Be prepared to have a structure that ensures you can make decisions, even if you are given the wrong information.

Exercises Focus Participants to Understand

- What changed?
- What do you **know**?
- Are you concerned?
- If so, about what?
- What is your plan/strategy?
- What & how do you monitor?
- Who are the stakeholders?
- What is your message?
- What are the key metrics?

"You can only operate on what you know, not what you think."

-Jim Satterfield, Firestorm President

Scope & Objectives

- Do not jeopardize normal business operations.
- Gradually increase the complexity, level of participation, functions and physical locations involved.
- Demonstrate a variety of management and response proficiencies, under simulated crisis conditions, progressively involving more resources and participants.
- Uncover inadequacies, so that configurations and procedures can be corrected.
- Consider deviating from the test script to interject unplanned events, such as the loss of key individuals or services.
- Be sure to inform participants of the objectives and goals of the test exercises.

Exercise Expectations

- Test exercises scenarios should be *realistic*.
- Test exercises should consist of a generic scenario, and be indicative of an event that could happen in your area.

- Test exercises should not be too complex for the situation. Test exercises should compress a two or three-day real situation into a few hours, so they will be kept relatively simple with only a few objectives.
- One or two key threats should be the focus of each test exercise.
- Review emergency response procedures, including escalation and notification processes.
- Alternate processing procedures, including security procedures at an alternate site.
- Review full recovery procedures, including returning to normal processing.

Types of Test Exercises

Orientation/Walkthrough –

Briefing or low stress training to familiarize participants with team roles, responsibilities, and expectations. Provides a good overview of new or revised emergency response plans. This type of exercise helps orient new staff and leadership. Planning cycle: one month; Test time: 60-90 minutes.

Drill –

Test of individual emergency response functions that involve actual field responses. Examples include fire drill, tornado test, etc. Planning cycle: one month; Test time: 10-60 minutes.

Tabletop –

Limited simulation or scenario of an emergency situation to evaluate plans, procedures, coordination, and assignment of resources. Advanced table tops will introduce messages and test assistants who can answer questions. Planning cycle: two-three months; Test time: 90-120 minutes; Debriefing time: 30 minutes.

Functional –

Limited involvement or simulation by field operations to test communication, preparedness, and availability/deployment of operational resources. Planning cycle: three-six months; Test time: 90 minutes – 4 hours.

Full-scale –

Evaluates the operational capability of systems in an interactive manner over a substantial period of time. Conducted in an environment created to simulate a real-life situation. Planning cycle: three-six months; Test time: 2 – 8 hours.

Exercise Analysis

- An assessment of whether the test exercise objectives were completed.
- An assessment of the validity of test exercise data processed.
- Corrective actions to address problems encountered.
- A description of any gaps between the plan(s) tested and actual test exercise results.

- Proposed modifications to the plan(s).
- Recommendations for future test exercises.

Follow-up

Following completion of the test or crisis, the facilitator should review the test plan with the participants and answers questions. If possible, audio-visuals should be used to add realism. The best time for a debriefing is immediately after the test. The test facilitator should facilitate the session. The purpose of the debriefing is to:

- **Review** and evaluate the test
- **Provide** feedback
- **Review** lessons learned from the test
- **Obtain** feedback from all participants on what worked and what didn't work
- **Note** issues of command, control, coordination, and communication
- **Have** each function/business unit chair report regarding their group

Hot Wash

- A hotwash is the "after-action" discussions and evaluations of performance following an exercise, training session or major event.
- Were the predetermined elements of your plans tested? Did the exercise reveal any weaknesses in your planning and readiness?
- What tasks must you complete to improve preparedness, planning or response?
- What are your top 3 priorities?

Hot Wash Actions

- **Review** and evaluate the event
- **Obtain** feedback from all participants on what worked and what didn't work
- **Note** issues of command, control, coordination, and communication
- **Have** each function/business unit chairs report on their experiences
- **Identify** and prioritize key lessons learned
- **Gather** cost accounting detail
- **Gather** visual records of event, e.g. digital or hardcopy photos, newspaper reports, internal and external communications
- **Evaluate** the existing plans
- **Identify** the need for further training and tests
- **Make** suggestions for improvement
- **Provide** feedback
- **Document** a summary of the current state of the business continuity plan including processes included, excluded, and any open items (or planning gaps). Emphasis should be given to potential issues and the results expected.

Our PREDICT.PLAN.PERFORM.® Process



Social Media

Monitoring what is being said on social media is very important. Social media is not random, it is targeted. It is targeted towards a person, event or location. What occurs on social media today will occur tomorrow in your business.

Next Steps

Do you want to know what will happen tomorrow?

Can you afford not to know?

Contact Firestorm to learn how to:

Align your plans to best practices

Create your own *Intelligence Network*

Schedule *CRISIS COACH*® training

Attend any of our other webinars by [registering here](#).

View previous Webinars on our [YouTube Channel](#).

[Download a Brief](#) from previous sessions.

LET US HELP YOU IDENTIFY THREATS BEFORE A CRISIS OCCURS

- Risk of Harm
- Compliance/Legal Risk
- Operating Risk
- Reputation Risk

Firestorm Virtual Exercise:

This national exercise will allow you and your team to meet around a conference table and learn how other organizations respond to crises. This exercise will be held late summer 2015. We will provide more details closer to the date. If you are interested in participating in the virtual exercise, please contact Firestorm at (800) 321-2219 or by visiting our website at www.firestorm.com.

No-Fee Self-Assessment

Receive a no-fee, Self-Assessment & Expert Analysis (\$2,500 value).

Link: <http://www.firestorm.com/engage-us/contact-firestorm>

Contact Us

www.firestorm.com | (800) 321-2219 | 1000 Holcomb Woods Parkway Suite 130 Roswell, GA USA 30076