


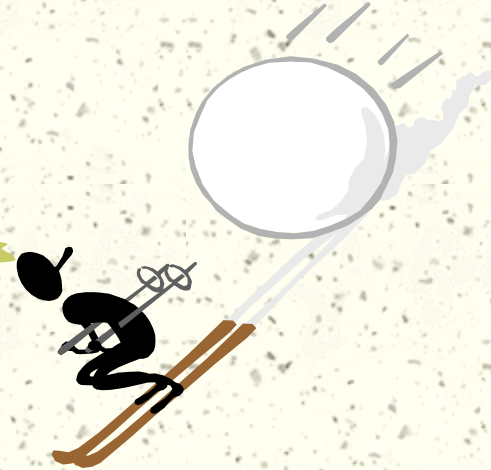
Applying Vulnerability Analysis to Composting Facilities

Assessing Vulnerability & Planning for Recovery



Nellie J. Brown, M.S., C.I.H. Director
Workplace Health and Safety Program
Cornell University - ILR

What is a crisis?



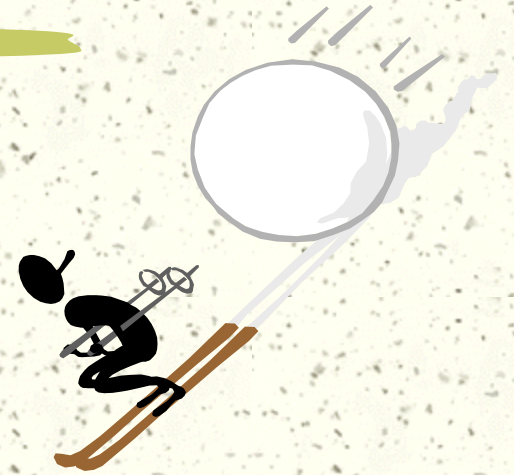
A crisis is when an organization perceives an event as a hazard or threat that the organization...

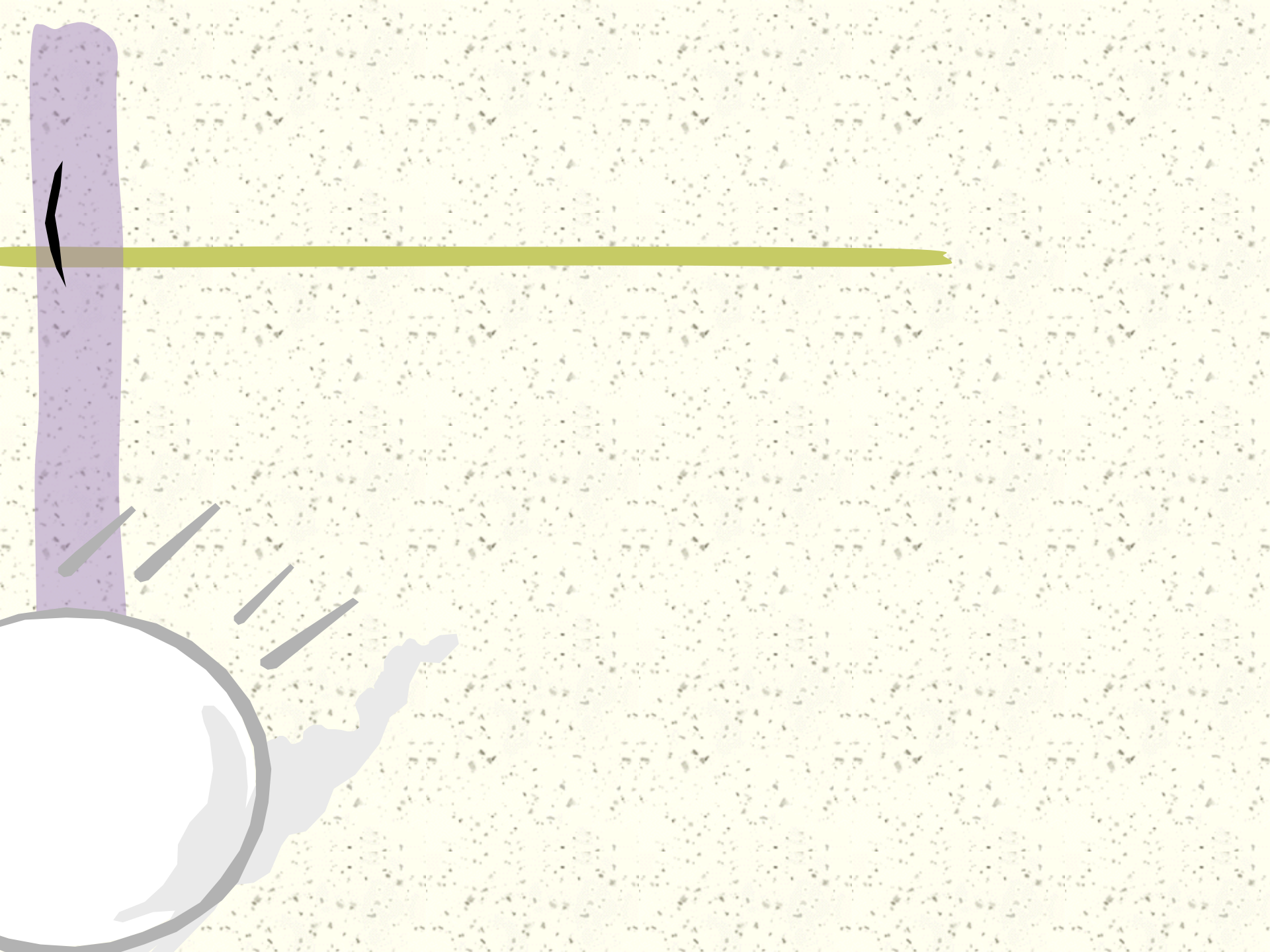
...does not have the resources to cope with and

...that has the potential to negatively affect the organization.

Elements of a Crisis

- # Insufficient Information
- # Escalating Flow of Events
- # Loss of Control
- # Intense Scrutiny from the Outside
- # Intense Scrutiny from Inside
- # Siege Mentality





Crisis Management is:

A **process** that an organization should follow to...

...help identify vulnerabilities,

...prevent crises from occurring,

...plan for those most likely to occur,

...communicate effectively during and after a crisis,

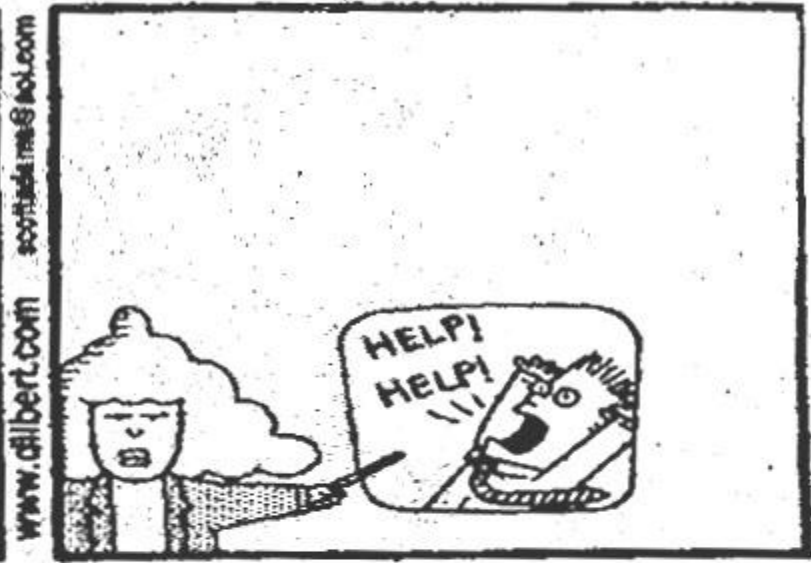
...monitor and evaluate the situation, and make adjustments as necessary.

What do you think?



What are the reasons organizations give for not preparing for crises?

Why do you think organizations need to plan for crises?



Crisis-Prepared Organizations...

...develop plans to handle a larger number and wider variety of crises than they have faced in the past.

According to a recent study, this represents 5% - 25% of companies.

Crisis-Prone Organizations...

...prepare to handle only the types of crisis they have already suffered and not even all of these.

According to a recent study, 75%-95% of companies are not prepared to manage an unfamiliar crisis.

Planning for crises reduces their incidence

Crisis-prepared organizations averaged 21 crises between 1998-2001.

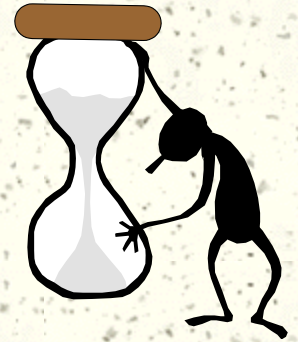
Those less-prepared averaged 33.

Planning for crises promotes financial stability

Crisis-prepared organizations stay in business longer: 83 years v. 67 years

The return on assets for proactive companies was 6% -- double that of the crisis-prone group.

Crisis Management



It is no longer a question of whether a crisis will happen in a organization...

...it is only a matter of when, which type and how it will occur.

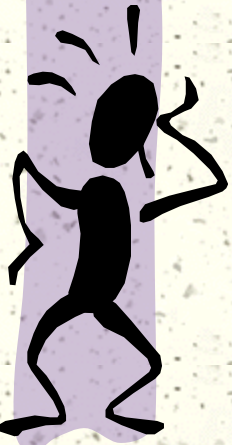
Crisis Management



Managers and employees need to “think about the unthinkable” as a way of protecting their organization.

An inability to anticipate crisis is a major factor in their causation and escalation.

The better you can anticipate a crisis, the better you can manage it.



Crisis & Vulnerability Audit

Part 1

Your 3 most serious potential crises.

Consider the extent of damage these incidents could cause, and the effect they would have on the organization: your employees, your facility, your customers, your neighbors, etc.

Crisis & Vulnerability Audit

Part 1

How would your facility manage if more than one of these crises happened at the same time?


How would your facility cope if one or more of these crises occurred at the same time as a natural disaster?

Crisis & Vulnerability Audit

Part 2 - types of crises

- # Criminal attacks
- # Economic attacks
- # Loss of proprietary information
- # Industrial disasters
- # Natural disasters
- # Breaks in equipment
- # Legal
- # Reputation/perception
- # Human resources/occupational
- # Health
- # Regulatory





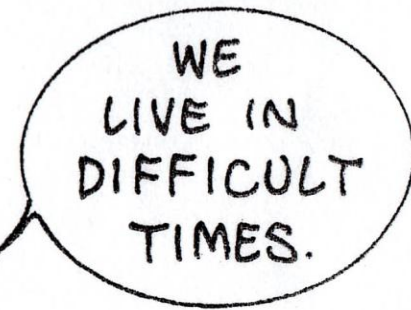
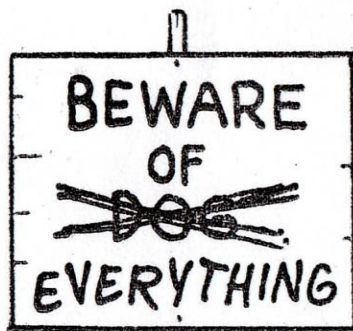
For any type of crisis for which
your organization could be
vulnerable...

Keep in mind: you need to handle
simultaneously...

...the crisis itself

...communication about the crisis

Mutts



Crisis & Vulnerability Audit

Part 3 - Planning for Recovery

For each crisis type, imagine..

- # a scenario most likely to occur
- or
- # a scenario which would be most damaging if it did occur

Crisis & Vulnerability Audit

Part 3 - Planning for Recovery

- # Imagine that this crisis has occurred. Describe the tasks needed for recovery.
- # Of these tasks, which ones can be accomplished prior to the crisis?

Get busy on the "prior" tasks NOW.

Crisis & Vulnerability Audit

Part 3 - Planning for Recovery

Even if the crisis, when it occurs, is not exactly as you envisioned the scenario, the basics of the plan you develop and the sample communication messages you have drafted...

...reduce the need to think on your feet when you are not at your best

...mean you don't have to develop things from scratch when you are in the middle of a crisis

...may even turn a potential crisis into a non-event.



Zoele