



# Mastering Disruption: An Integrated Framework for Emergency, Crisis, and Business Continuity.

From cold logic comes control. From control comes a successful outcome.



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"The probability of something happening is inversely proportional to its desirability." Gumperson's Law

"The magnitude of a catastrophe is directly proportional to the number of people watching." Stewart's Corollary

"The magnitude of a catastrophe is exponentially proportional to the importance of the moment." Albert Einstein's Corollary





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## Image series on HSE issues

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# The Problem: Ambiguity in a Crisis Breeds Escalation.

Organizations often use terms like “Emergency Management,” “Crisis Management,” and “Business Continuity” interchangeably. This lack of clear distinction leads to confusion, flawed prioritization, and a failure to apply the necessary “coldness and logic.” The result: simple incidents unnecessarily escalate into major disasters.





# To Achieve Control, We Must First Define the Terms.



## Emergency Management

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A specific, tactical response to an event that could lead to a loss of operations. It involves containing a localized incident to prevent it from becoming a crisis.



## Crisis Management

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A strategic, C-suite level approach to situations that pose an existential threat. The focus is on high-level coordination, communication, and protecting brand and reputation.



## Business Continuity

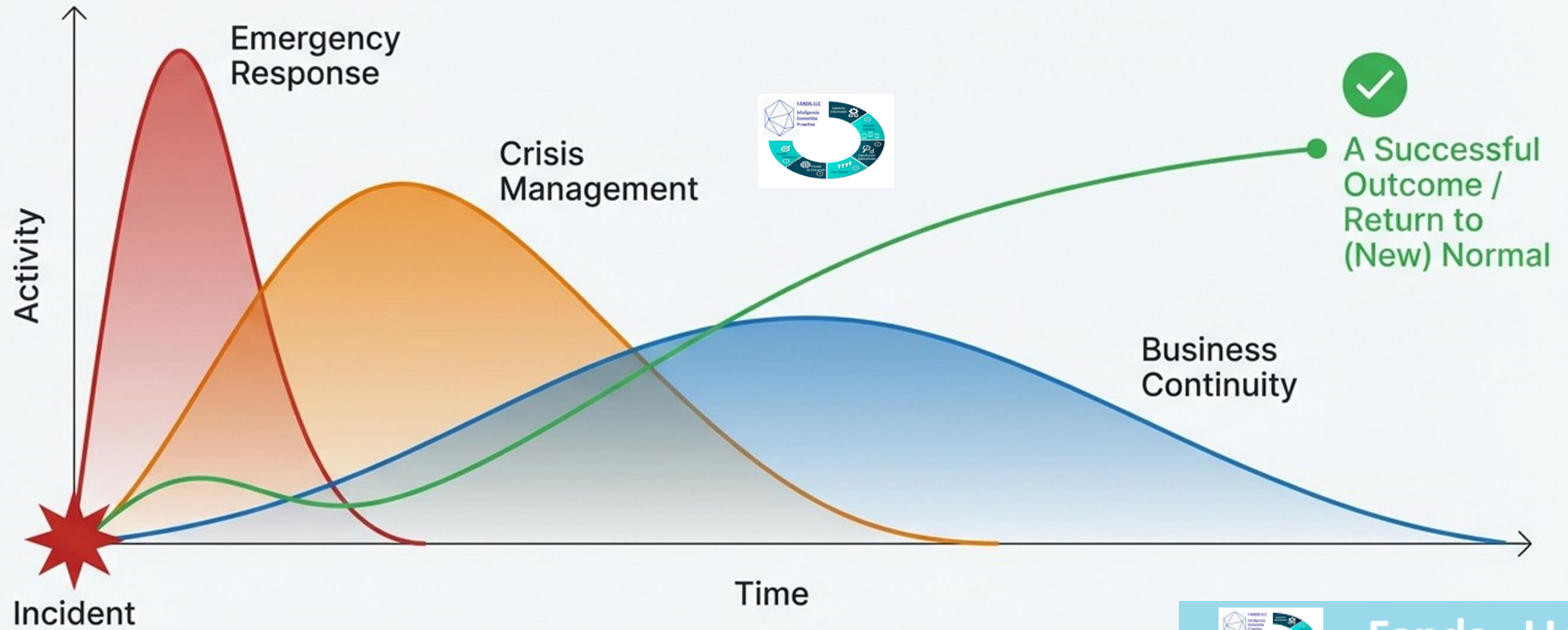
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The strategic plan to restore critical business functions after a prolonged disruption. The goal is to recover operations and return to a new business-as-usual.





# The Solution: A Unified Timeline Integrates Every Phase of Response.



# Our Guiding Philosophy: A Clear Hierarchy of Priorities



1. **People:** The safety of our people, contractors, and the public is the absolute first priority.
2. **Environment:** Control environmental risks and contain any pollution or damage.
3. **Asset:** Secure physical and operational assets and prevent escalation of damage.
4. **Reputation:** Manage the impact on the company's reputation and business continuity.

This simple framework guides every decision, ensuring 'coldness and logic' prevail under pressure.





# The Response Scales with the Threat: A Three-Tiered Escalation Framework



**LEVEL 3**



**LEVEL 3**

## **Crisis**

Executive leadership response for events that threaten strategic objectives, reputation, or viability. Managed by the Crisis Management Team (CMT).



**LEVEL 2**

**LEVEL 2**

## **Critical**

Senior management coordination for incidents with critical consequences impacting multiple functions. Managed by the University/Group Incident Management Team.



**LEVEL 1**

**LEVEL 1**

## **Local**

Immediate response to protect people and assets. Activated locally by Emergency Response Plans (ERPs) and managed by Local Response Teams.





# Objective Triggers Define When to Escalate

## LEVEL 1 - SERIOUS (Site Emergency Response)

**\*\*Impact on People\*\*:** Serious temporary injury/illness.

**\*\*Financial Impact\*\*:** Loss or deterioration from expectation >\$0.3m but less than \$3m.

**\*\*Reputation Impact\*\*:** Negative state media, heightened local community concern.

## LEVEL 2 MAJOR / MAJOR (Group Emergency Management)

**\*\*Impact on People\*\*:** Permanent injury/illness or 1-3 fatalities.

**\*\*Financial Impact\*\*:** Loss or deterioration from expectation >\$3m but <\$100m. Significant impact to cash flow.

**\*\*Reputation Impact\*\*:** Negative national media for >1 day, severe degradation of services to customers.

## LEVEL 3 - CATASTROPHIC (Crisis Management Plan)

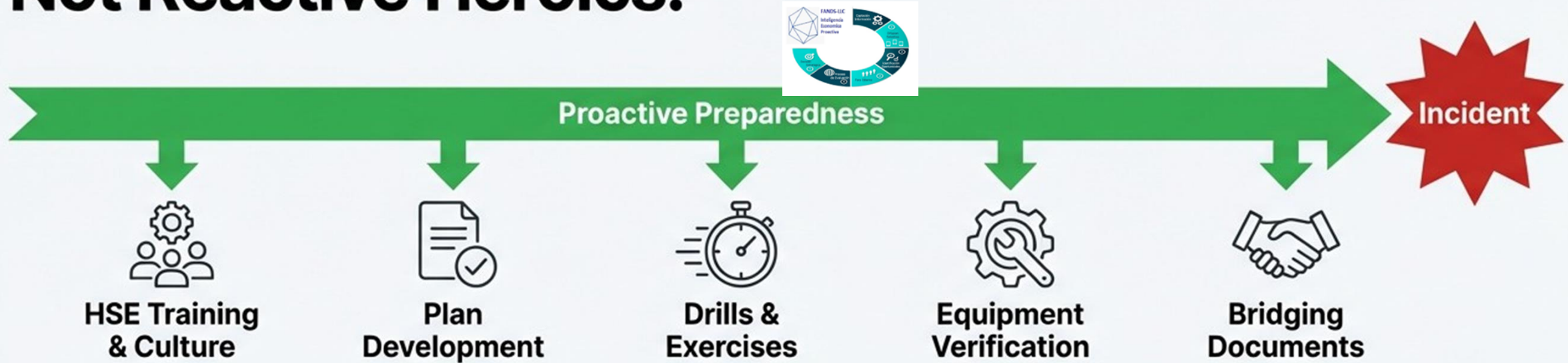
**\*\*Impact on People\*\*:** Fatalities >4 or severe irreversible disability to a large group.

**\*\*Financial Impact\*\*:** Loss or deterioration from expectation >\$100m. Severe cash flow crisis.

**\*\*Reputation Impact\*\*:** Negative international or prolonged national media (>2 weeks), potential for jail terms.



# Success is Built on Proactive Preparedness, Not Reactive Heroics.



- **HSE Training & Culture:** Develop proactivity and involve all personnel in the HSE philosophy.
- **Plan Development:** Create robust Emergency Response Plans (ERPs) for each asset and a comprehensive Business Continuity Plan (BCP).
- **Drills & Exercises:** Conduct drills at every level—from individual units to regional simulations—to test procedures and build muscle memory.
- **Equipment & Resource Verification:** Ensure all PPE, firefighting equipment, alarms, and escape routes are maintained and ready.
- **Bridging Documents:** Ensure plans are integrated with all contractors and partners.



# The Emergency Response Plan (ERP) is the Tactical Playbook.

A site-level ERP is not a document that sits on a shelf. It is a **living set of procedures** designed to minimize impact and facilitate recovery. It must be clear, accessible, and tested.



- ✓ **Definition of key roles and responsibilities** (e.g., On-Scene Commander).
- ✓ **Clear protocols for initiating a response** (e.g., flash messages).
- ✓ **Detailed emergency scenarios and corresponding response guidelines.**
- ✓ **Evacuation protocols and designated muster points.**
- ✓ **A key contacts directory, updated quarterly.**
- ✓ **Criteria for escalating to the Group Emergency level.**



# Clear Roles and Mission-Specific Tools Ensure Flawless Execution

In an emergency, every key individual must know their exact responsibilities without hesitation. We achieve this through defined roles and practical job aids.

## Key Roles



### General Managers

Responsible for establishing and implementing the group emergency plan.



### Chief Risk Officer / CCMER Leader

Establishes the overall framework and manages the crisis management tier.



### Emergency Team Leader / On-Scene Commander

Leads the site-level response, following the ERP.



## Actionable Tools



### Mission Cards (MPRs)

Simple, portable cards that describe the specific roles and responsibilities for key personnel. Used for induction, training, and during emergencies.



### Scenario Checklists

Pre-planned guidance for specific incident types, ensuring all critical aspects are considered.



# The Mindset for Mastery: A 3-Step Process for Clear Thinking Under Pressure



## 1. MAINTAIN CONTROL.

- **Think**  
“I CAN switch into crisis management mode.”
- **Action**  
Take a deep breath. Glance at your watch. Focus.

## 2. ANALYZE THE SITUATION.

- **Think**  
What data do I have? What is missing?
- **Action**  
Consider reports, trusted input, and personal experience. Ask what's missing.

## 3. TAKE APPROPRIATE ACTION.

- **Think**  
Does this step reduce the risk? Does it buy more time?
- **Action**  
You don't need to solve the whole problem. Do the next right thing, however small. Repeat steps as needed.



# The System Stays Sharp Through Continuous Testing and Improvement

Plans are validated and competencies are built through a regular schedule of drills and exercises. This process reinforces training, assesses our capability, and identifies opportunities for improvement before a real event.



## Inspection of Equipment

Regular checks of facilities and emergency gear.



## Emergency Drills

Testing specific elements of a response plan (e.g., an evacuation drill).



## Simulation Exercises

Desktop exercises to validate the integration of arrangements across teams.



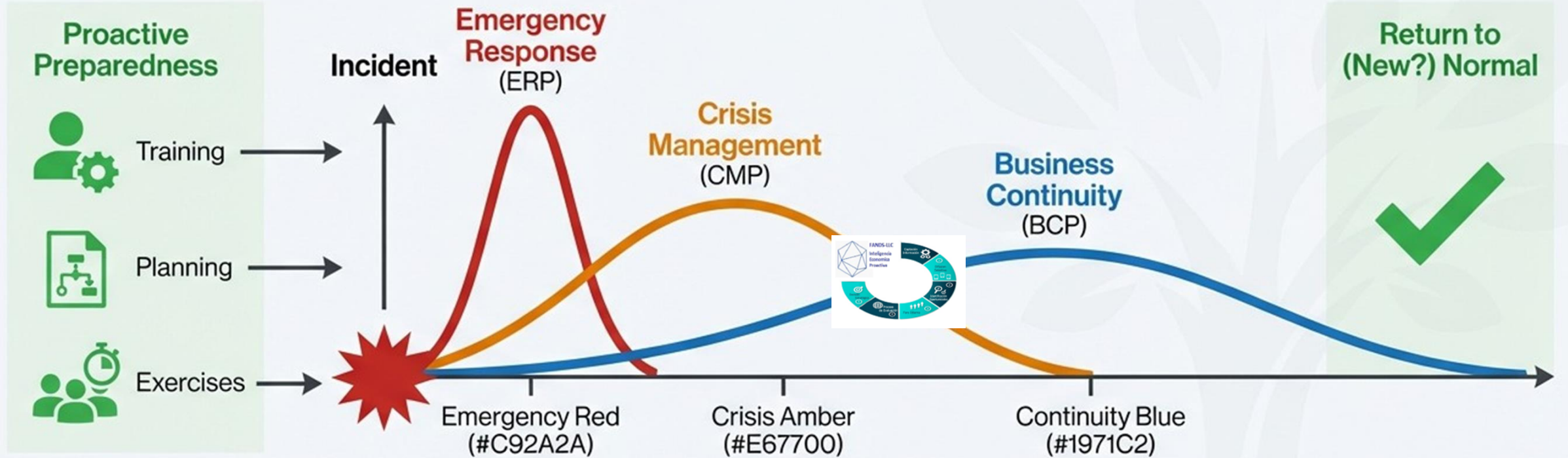
## Full-Scale Exercises (FSE)

Demonstrating the robustness of the entire emergency organization, often involving multiple tiers and external agencies.

An actual emergency where the plan is activated counts as a test. All exercises and incidents must have a formal debrief to capture lessons learned.



# From Proactive Planning to a New Normal: A Complete System for Resilience



**Mastering disruption is not a matter of chance; it is the result of a disciplined, integrated system built on clear priorities, proactive preparation, and a commitment to cold, logical execution.**



# ARE YOU READY?



**Danger and death don't wait.  
24/7 Vigilance**



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