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SOUTHGATE TERMINAL

Port Operations Security Documentation

Crisis De-escalation Criteria and Process

Document Information

Document Type: Crisis Management Framework **Intended Users:** Incident Coordinators, Executive Team, All Team Leads **Usage Context:** When determining appropriate timing and process for

reducing crisis response levels **Related Scenarios:** System restoration progress, safety improvement, operational capability recovery

Purpose

This process provides systematic criteria and procedures for safely reducing crisis response levels as situations improve, ensuring appropriate transition from emergency response to normal operations.

When to Use This Process

- Systems being restored and operational capability improving
 - Safety concerns being resolved and risks reduced
 - Emergency response resources becoming available
 - Stakeholder concerns being addressed
 - Operational capacity returning to acceptable levels
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Crisis Level Framework

Crisis Level 4: Emergency Response (Red)

Characteristics: - Immediate safety threats to personnel - Complete operational shutdown required - Emergency services involved - Executive decision-making required for all actions - Media and stakeholder attention

Crisis Level 3: Major Incident (Orange)

Characteristics: - Significant safety concerns managed - Major operational impact with workarounds - Enhanced safety procedures required - Frequent executive briefings - External notification requirements

Crisis Level 2: Significant Incident (Yellow)

Characteristics: - Safety concerns controlled through procedures - Operational impact manageable with resources - Standard incident response procedures - Regular management oversight - Internal coordination focus

Crisis Level 1: Minor Incident (Green)

Characteristics: - No significant safety concerns - Minimal operational impact - Normal procedures and authority levels - Standard reporting and communication - Focus on prevention and improve-

ment

De-escalation Decision Criteria

From Emergency Response (Red) to Major Incident (Orange)

Safety Criteria (All must be met)

- ☐ **Immediate Threats Resolved:** No immediate danger to personnel
- ☐ **Emergency Services Stand-Down:** External emergency response no longer required
- ☐ **Personnel Accountability:** All personnel accounted for and safe
- ☐ **Hazard Control:** Identified hazards contained or controlled
- ☐ **Safe Work Environment:** Acceptable risk level for continued operations

Operational Criteria (Majority must be met)

- ☐ **Basic Systems Functional:** Critical safety and communication systems operational
- ☐ **Resource Availability:** Adequate personnel and equipment for controlled operations
- ☐ **Communication Restored:** Reliable internal communication established
- ☐ **Decision Structure:** Clear command and control structure functioning
- ☐ **Recovery Plan:** Viable plan for further restoration

External Criteria (As applicable)

- ☐ **Regulatory Clearance:** No regulatory restrictions on continued operations
- ☐ **Emergency Services Approval:** External services agree with de-escalation
- ☐ **Stakeholder Notification:** Key stakeholders informed of status change
- ☐ **Media Management:** Public communication strategy in place

From Major Incident (Orange) to Significant Incident (Yellow)

Safety Criteria (All must be met)

- ☐ **Enhanced Procedures Effective:** Safety procedures working as intended
- ☐ **Risk Assessment Complete:** Formal safety assessment shows acceptable risk
- ☐ **Monitoring Systems:** Adequate monitoring of safety conditions
- ☐ **Personnel Confidence:** Staff comfortable with current safety measures
- ☐ **Incident Prevention:** Measures in place to prevent recurrence

Operational Criteria (Majority must be met)

- ☐ **Restored Capability:** Significant operational capability restored
- ☐ **System Reliability:** Critical systems functioning reliably

- ☐ **Resource Adequacy:** Sufficient resources for sustained operations
- ☐ **Performance Acceptable:** Operations meeting minimum standards
- ☐ **Customer Impact Minimal:** Reduced impact on service delivery

Management Criteria (Majority must be met)

- ☐ **Incident Coordination:** Effective coordination between teams
- ☐ **Decision Making:** Normal decision-making processes restored
- ☐ **Information Flow:** Regular communication and reporting established
- ☐ **Executive Oversight:** Appropriate level of executive involvement
- ☐ **Resource Management:** Efficient allocation and utilization of resources

From Significant Incident (Yellow) to Minor Incident (Green)

Operational Criteria (All must be met)

- ☐ **Full Capability:** Near-normal operational capability restored
- ☐ **System Stability:** All critical systems stable and reliable
- ☐ **Performance Standards:** Meeting normal performance standards
- ☐ **Customer Service:** Normal service levels restored
- ☐ **Resource Efficiency:** Normal resource utilization patterns

Management Criteria (All must be met)

- ☐ **Normal Procedures:** Standard operating procedures fully restored
- ☐ **Authority Levels:** Normal decision-making authority restored
- ☐ **Communication:** Routine communication and reporting patterns
- ☐ **Oversight:** Standard management oversight sufficient
- ☐ **Continuous Improvement:** Focus on prevention and improvement

Documentation Criteria (Majority must be met)

- ☐ **Incident Documented:** Complete incident documentation
- ☐ **Lessons Learned:** Initial lessons learned captured
- ☐ **Process Review:** Review of response procedures completed
- ☐ **Stakeholder Communication:** Appropriate closure communication sent
- ☐ **Recovery Assessment:** Assessment of recovery effectiveness

De-escalation Process

Step 1: Criteria Assessment (15 minutes)

Assessment Team: Incident Coordinator, Operations Lead, Safety Officer **Process:** 1. **Review Current Status:** Assess current conditions against de-escalation criteria 2. **Evidence Gathering:** Collect data supporting de-escalation decision 3. **Risk Assessment:** Evaluate risks of reducing crisis level 4. **Stakeholder Input:** Gather input from team leads and key personnel 5. **Decision Recommendation:** Formulate recommendation for decision authority

Step 2: Decision Authorization (15 minutes)

Decision Authority by Level: - **Red to Orange:** Executive Team (CEO or COO) - **Orange to Yellow:** Incident Coordinator with Safety Officer concurrence - **Yellow to Green:** Incident Coordinator

Decision Process: 1. **Briefing:** Present assessment and recommendation to decision authority 2. **Consultation:** Allow for questions and additional consultation 3. **Decision:** Authorize or defer de-escalation 4. **Documentation:** Record decision and rationale 5. **Communication Preparation:** Prepare communication plan for announcement

Step 3: Implementation (30 minutes)

Communication Sequence: 1. **Internal Teams:** Notify all teams of crisis level change 2. **External Stakeholders:** Inform key external parties 3. **Regulatory Notification:** Update regulatory bodies as required 4. **Media Communication:** Coordinate with media team for external communication

Operational Changes: 1. **Procedure Updates:** Implement new operational procedures 2. **Authority Changes:** Restore appropriate decision-making authority 3. **Resource Reallocation:** Adjust resource allocation and assignments 4. **Monitoring Changes:** Modify monitoring and reporting requirements

Specific De-escalation Scenarios

System Restoration Based De-escalation

Scenario: Technical systems being restored, operational capability improving

Assessment Focus: - [] **System Reliability:** Restored systems operating reliably - [] **Integration Success:** Systems working together effectively - [] **Performance Metrics:** Meeting operational performance standards - [] **User Confidence:** Personnel comfortable with restored systems - [] **Backup Readiness:** Backup procedures still available if needed

De-escalation Approach: 1. **Gradual Restoration:** Phase-in normal operations gradually 2. **Enhanced Monitoring:** Maintain elevated monitoring during transition 3. **Rapid Response:** Keep

enhanced response capability available 4. **Rollback Planning:** Plan for re-escalation if systems fail again

Safety Improvement Based De-escalation

Scenario: Safety risks reduced, enhanced procedures working effectively

Assessment Focus: - ☐ **Risk Reduction:** Demonstrated reduction in safety risks - ☐ **Procedure Effectiveness:** Enhanced safety procedures working as intended - ☐ **Personnel Confidence:** Staff comfortable with safety conditions - ☐ **Monitoring Adequate:** Sufficient safety monitoring in place - ☐ **Emergency Response:** Emergency response capability maintained

De-escalation Approach: 1. **Procedure Validation:** Verify safety procedures before reducing oversight 2. **Training Verification:** Ensure personnel trained on ongoing procedures 3. **Monitoring Continuity:** Maintain safety monitoring during transition 4. **Response Readiness:** Keep enhanced safety response available

External Pressure Based De-escalation

Scenario: External stakeholder concerns being addressed, pressure reducing

Assessment Focus: - ☐ **Stakeholder Satisfaction:** Key stakeholders satisfied with progress - ☐ **Media Coverage:** Negative media attention reduced - ☐ **Regulatory Compliance:** Meeting regulatory requirements - ☐ **Public Confidence:** Public confidence in operations restored - ☐ **Reputation Recovery:** Organizational reputation recovering

De-escalation Approach: 1. **Stakeholder Communication:** Proactive communication with key parties 2. **Transparency Maintenance:** Continue transparent reporting 3. **Relationship Management:** Invest in stakeholder relationship recovery 4. **Reputation Monitoring:** Monitor ongoing reputation and perception

De-escalation Communication

Internal Communication Templates

Crisis Level Reduction Announcement **TO:** All Teams **FROM:** [Incident Coordinator/Executive]
SUBJECT: Crisis Level Reduced to [New Level] - [Timestamp]

STATUS CHANGE: Crisis level reduced from [Old Level] to [New Level] effective immediately.

RATIONALE: [Key factors supporting de-escalation decision]

OPERATIONAL CHANGES: - [Specific changes to procedures and authority] - [Changes to reporting and communication requirements] - [Changes to resource allocation and assignments]

ONGOING REQUIREMENTS: - [Continued safety measures and monitoring] - [Enhanced procedures that remain in effect] - [Reporting and communication that continues]

NEXT REVIEW: [When crisis level will next be assessed]

Procedure Change Notification **TO:** [Affected Teams] **FROM:** [Operations Lead/Incident Coordinator] **SUBJECT:** Operational Procedure Changes - Crisis De-escalation

PROCEDURE CHANGES: [Specific changes to operational procedures]

EFFECTIVE TIME: [When changes take effect]

TRAINING REQUIREMENTS: [Any additional training or briefing needed]

AUTHORITY CHANGES: [Changes to decision-making authority]

MONITORING: [How compliance will be monitored]

QUESTIONS: [How to get clarification on changes]

External Communication Templates

Stakeholder Status Update **TO:** [External Stakeholders] **FROM:** [Executive Team/Communications] **SUBJECT:** Operational Status Improvement Update

STATUS IMPROVEMENT: We are pleased to report significant improvement in our operational situation.

CURRENT STATUS: [Description of improved conditions and capabilities]

SAFETY: [Confirmation of safety status and ongoing measures]

OPERATIONS: [Description of restored operational capability]

TIMELINE: [Expected timeline for further improvements]

COMMUNICATION: [How ongoing communication will be maintained]

Regulatory Notification **TO:** [Regulatory Agency] **FROM:** [Legal/Compliance Team] **SUBJECT:** Incident Status Reduction Notification

INCIDENT REFERENCE: [Original incident notification reference]

STATUS CHANGE: [Description of improved status and reduced crisis level]

COMPLIANCE: [Confirmation of continued regulatory compliance]

ONGOING MEASURES: [Continued measures and monitoring]

DOCUMENTATION: [Reference to supporting documentation]

CONTACT: [Ongoing contact information for regulatory coordination]

Monitoring and Review

Ongoing Assessment During De-escalation

Monitoring Frequency: - **First 24 hours:** Every 2 hours - **Next 48 hours:** Every 4 hours - **Thereafter:** Every 8 hours until normal operations

Assessment Focus: - [] **Stability:** Conditions remain stable or continue improving - [] **Performance:** Operations meeting expected performance levels - [] **Safety:** No deterioration in safety conditions - [] **Stakeholder Satisfaction:** External parties satisfied with progress - [] **Team Confidence:** Personnel confident in reduced crisis level

Re-escalation Triggers

Automatic Re-escalation Required: - New safety incidents or threats - System failures affecting restored capability - Significant deterioration in operational performance - External emergency or regulatory intervention - Personnel expressing serious safety concerns

Re-escalation Process: 1. **Immediate Assessment:** Quick assessment of new conditions 2. **Authority Notification:** Immediate notification to appropriate authority 3. **Level Determination:** Determine appropriate crisis level 4. **Communication:** Immediate communication to all affected parties 5. **Resource Mobilization:** Restore appropriate response resources

Success Evaluation

Successful De-escalation Indicators: - Maintained stability after crisis level reduction - No deterioration in safety or operational performance - Continued stakeholder confidence - Effective transition to normal procedures - Organizational learning and improvement

Unsuccessful De-escalation Indicators: - Need for re-escalation within 48 hours - Deterioration in safety or operational conditions - Loss of stakeholder confidence - Personnel resistance to reduced oversight - System failures or procedural breakdowns

Success Criteria

- Safe and systematic reduction of crisis response levels
 - Maintained operational stability during transition periods
 - Appropriate timing of de-escalation decisions
 - Effective communication of status changes to all stakeholders
 - Successful transition to normal operations and procedures
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Related Documents

- Crisis Decision Authority Matrix
- Safety Risk Assessment Template
- Executive Briefing Template and Schedule
- Inter-Team Communication Protocol
- Resource Prioritization and Conflict Resolution Process