Biotech Crisis Management Plan

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CYBR510-T302: Physical, Operations, & Personnel Security

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Crisis Management Plan

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Section 1: Preparedness

BioTech is an industrial chemical plant in Delaware County Pennsylvania that manufactures herbicides that are sprayed on commercially grown crops. Headquartered in Ontario, Canada, the plant employs approximately 200 people, most of who work in the plant facility as chemical operators and other support staff who transport materials, inspect equipment, monitor production, or maintain operating records. BioTech has two departments that work in three shifts. Within the plant, each department is self-contained, equipped with its own pipelines and main circuits. Manual shut-off valves stop the flow of chemicals through a single line in accordance with safety standards. A main circuit is used to shut down all lines. Employees are required to attend hazard and safety workshops as required by OSHA.

Introduction

Crisis management encompasses all aspects of planning, implementing, and maintaining control over the response to unexpected, catastrophic events that have unforeseeable consequences. It differs from contingency planning in that the protocols for crisis response and recovery must be developed and implemented during the crisis, while contingency plans can be developed well in advance to address known security threats. Even though we cannot know what steps to take until a crisis occurs, having a management structure in place will allow Biotech to adequately prepare for contingencies as they happen.

Biotech has achieved the first step in crisis preparedness by commissioning a multi-disciplinary risk assessment which identified current and potential areas of operational weakness and system flaws that could lead to, or exacerbate, crises. This in-depth examination included an actionable report which enabled our team to prioritize and

develop a plan to improve emergency response, training, and other crucial issues related to disaster recovery.

Strategic Objectives

Biotech's key objectives during a crisis are to 1) stabilize the situation while minimizing property damage and avoiding personal injury and death. 2) keep stakeholders, BioTech employees, and the public informed, 2) build trust and credibility, 3) monitor communications, 4) provide immediate relief and post support services to affected individuals and communities, and 5) to facilitate recovery operations.

Crisis Categories

Crises are typically disastrous events that endanger human life, property, or business operations. This plan addresses, but is not limited to, the following types of crisis situations:

- Natural disaster

- Employee misconduct

- Workplace violence

- Plant related sabotage or accidents resulting in structural failure, chemical spills, fire/explosion, or environmental disasters

- Power outage

- Personnel shortage

- Organizational Misconduct, real or perceived

Crisis Management Team

To adequately prepare for a crisis, Biotech (BT) must organize a team to oversee the necessary planning, coordination, and execution of response and recovery operations. Each of the four crisis management teams will meet separately to oversee emergency planning, finance, communications, and field operations.

Emergency Planning

The Disaster Planning Committee will lay out the strategic direction and decisions of Biotech's crisis response, focusing on the larger organizational problems and coordinating team operations.

Finance

The Finance Team will keep track of and document all costs and expenditures related to the crisis. The CFO (Chief Financial Officer) should determine in advance how many finance support staff will be needed to handle payroll, emergency purchase orders, cash needs, administrative support, insurance claims, and worker's compensation.

Field Operations

Field operations will manage and coordinate response and recovery operations from the command center, directing the activities of the "foot soldiers" who will carry out support operations in affected communities. The team will also ensure that recovery operations continue to move forward during the crisis.

Communications Team (Blue)

The Blue Team will meet to determine the most effective public messaging strategy, implement notification systems, and content distribution channels, and ensure that computer networks function correctly during a crisis.

Chain of Command

Crisis management efforts will be hampered if it is unclear who has final authority and who reports to whom. A well-defined organizational hierarchy promotes coordination and consistency, which are sometimes difficult to achieve in decentralized organizations.
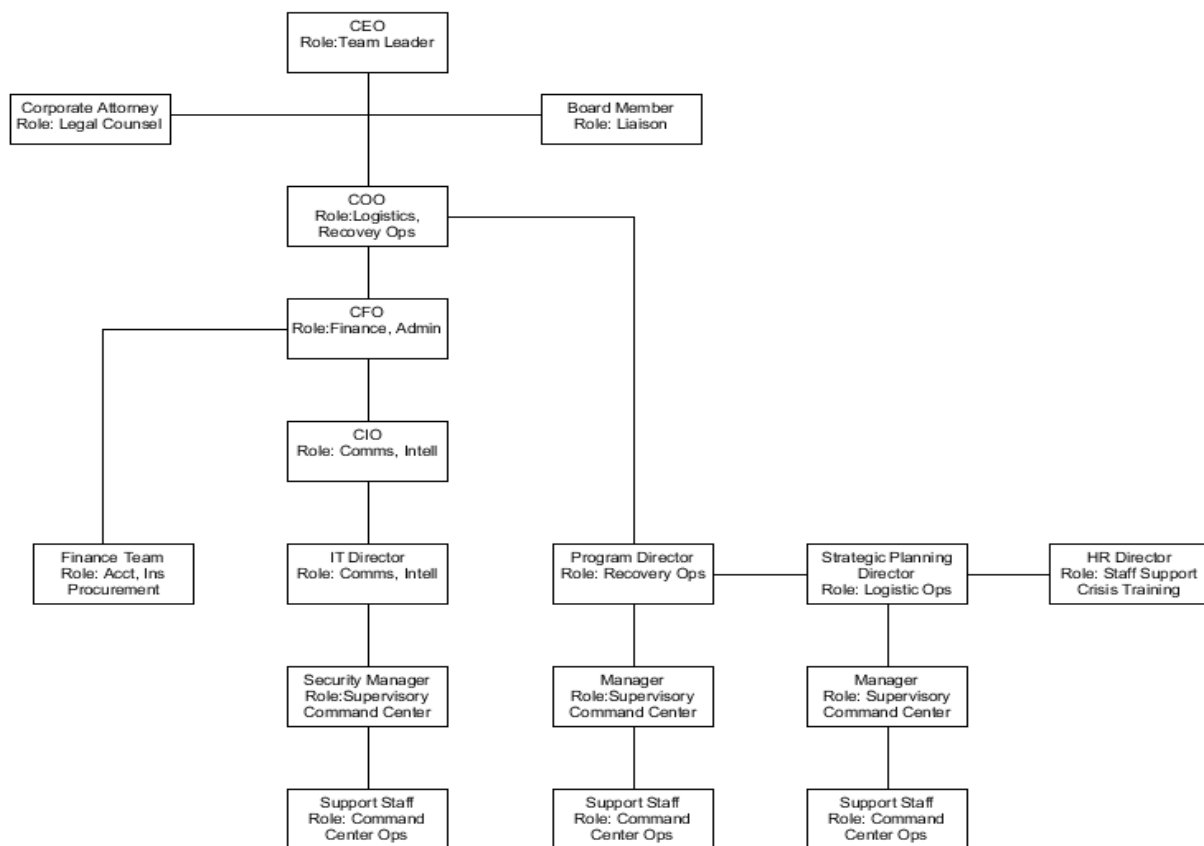
Crisis Communication Plan

Without an effective communication plan, our crisis response will falter, stakeholders will be in the dark and swiftly respond negatively, and the company risks being seen as incompetent or even criminally negligent (Bernstein, 2022). To ensure that the crisis management team can communicate with employees, external stakeholders, the public, and each other in a timely and effective manner during a crisis, the Blue Team must come together as soon as possible to set up notification systems that can be quickly activated at the beginning of a crisis.

Notification List

The Blue Team must first create a list of people with whom they must maintain contact until the crisis is stabilized. The list must include the name, job title, and contact information, including email addresses and social media accounts for the following: 1) stakeholders, 2) all BT employees, 3) third-party service providers, 4) media outlets, 5) consultants and experts, 6) crisis management team members, 7) emergency services: local police and fire departments, FEMA, poison control, regulatory agencies, and 8) BT senior management

Holding Statements

Speed is critical for public relations success and preventing damaging rumors from spreading, but it can be difficult to issue a statement quickly when information is limited. Holding statements are pre-written templates that can be tailored to the situation and issued in the shortest amount of time possible. By anticipating certain scenarios, we can

prepare holding statements in advance to make initial announcements to stakeholders and the public that summarize the basic facts about an incident. BT will need a generic statement, as well as a holding statement for most of the crisis categories we listed on page 5 of this document. **(See Appendix A for a sample)**

External Communications

Diverse notification and content distribution systems must be established to ensure that the crisis management team can communicate with external stakeholders and the public. Furthermore, BT must appoint a media spokesperson who will use holding statements to control the message during a crisis.

- **Traditional media sources** will be used to help BT maintain a favorable public image and serve as an emergency broadcast system to get reliable, updated information to the people who need it most.

- **Spokesperson** The Board of Directors will select one of its members to serve as the media spokesperson for Biotech.

- **Board Liaison-** to facilitate communication between the board of directions and crisis management team, the spokesperson will also serve as liaison to the Disaster Planning Committee.

- **An Emergency Toll-free Number** must be established outside of the state that can receive and replay recorded public notices as well as the most recent crisis updates.

- **Corporate Website-** The Blue Team must convene to design and appoint someone to integrate a public information portal into the corporate website. When the blue team leader activates emergency notification and monitoring systems, the appointee will add the emergency toll-free number to the homepage and install/index the portal.

- **Monitoring-** <u>Monitoring</u> the media can aid in the prevention of a public relations crisis. Social media in particular can provide an early indication of who is likely to support or denigrate our strategic objectives. To provide real-time intelligence data, the blue team should consider using Google Alerts and social media tracking apps like Hootsuite, as well as paid monitoring services. If necessary, recording calls for quality assurance can be implemented and the calls evaluated.

- **Social Media-** The same procedures used to update Biotech's corporate website must be applied to updating its social media profiles. In addition to allowing crisis management to display notifications and transmit the most recent crisis information, social media can serve as an open communication channel for locals to respond, ask questions, and provide updates.

Note: **The crisis management team will pick which sources will be activated based on the particulars and extent of the issue.**

Internal Communications

The Blue Team is also responsible for creating systems and backup methods for members of the crisis management team to communicate with each other and to employees.

- Handheld transceivers will be distributed to crisis management team members and installed in plant offices for internal notification/alert and to sustain two-way communication during a crisis if phone lines are down.

Emergency Mass Notification Providers

BT will contract a third-party emergency mass notification provider capable of simultaneously broadcasting to any communication device and most channels, particularly Wi-Fi, mobile, email, and social media, to ensure that stakeholders and employees are notified and informed during a crisis.

Command Center

A base of operations will be set up and run by supervisory personnel and support staff under the direction of the Disaster Planning Committee to manage communications, acquire information, and carry out operations in the field while coordinating with command and control.

- **Location**- The command center will be a subterranean structure situated on the outer edge of the parking lot or another area of Biotech's 10-acre property.

Emergency Ops Center (permies.com)   Operations Room (photoshelter.com)

- **Equipment-** The command center should include a small room with shelves for easy storage and access to the equipment and supplies needed to conduct crisis response operations **(see Appendix B for a checklist)**

- **Support Staff -** The Disaster Planning Committee shall designate sufficient support personnel to establish and staff the command center and carry out field operations. Support employees who operate out of the command center may include field coordinators (supervisors), crisis intelligence monitors, switchboard and quality assurance operators, recovery staff, social media-forum moderators, security officers, and field workers, depending on the severity of the crisis.

- **Backup locations:** There will be a partially equipped and operational virtual office set up in Philadelphia's Duane Morris Plaza and a fully equipped command center in the plant's lower level

Section 2: Response Action Plan

Activation Protocols

Activation protocols are levels of urgency that define the conditions that trigger a particular crisis response. Our plan identifies three levels of urgency (L1, L2, and L3).

Initial Notification and Escalation

In addition to standard emergency procedures, the shift manager on the scene of a crisis is charged with assessing the level of urgency and notifying the crisis management team. The transceivers that will be issued to senior management and installed in plant offices have a built-in emergency alert signal that will flash or sound an

alarm based on the key pressed on the transceiver. The initial alert and information on the problem's severity will be conveyed this way by shift managers to the crisis management team, plant managers, and office employees.

Level 1

Any issue that, if left unattended, could spiral out of control, or cause a large monetary loss is considered a level 1 crisis. If the department cannot identify or resolve the issue that caused the incident and the affected area begins to expand out of control, the manager must escalate the incident to a level 2 crisis. Additionally, if the event is contained but the underlying issue is still present after two work shifts, the level must be increased. However, neither scenario necessitates a meeting or a directive from the Disaster Planning Committee to set up the command center.

 Examples: localized chemical spill, plumbing failure, or water leak, major personnel shortages such as from a strike.

Level 2

A Level 2 crisis is any incident that could lead to a government investigation, negative or unwanted press, or strict federal, state, or local regulation(s). Although these events do not result in death or injury, they can be devastating because they have the power to sway public opinion, and result in fines, lawsuits, and significant financial losses because they pose a serious threat to life, health, and safety. If an injury or death occurs during a level 2 crisis or if there is a reasonable expectation that an injury or death is certain without intervention, the shift manger is instructed to escalate the crisis to a level 3.

Examples: Any machinery induced or chemical fire, explosion, toxic gas leak, or chemical spill that spreads outside a department, or a disease outbreak in the plant that causes major personnel shortages.

Level 3

Within this plan's scope, a major crisis (level 3) is any incident that results in fatalities, injuries, major property damage, or gives a reasonable expectation that death or injuries are certain without intervention. The Disaster Planning Committee may need to request assistance from Delaware County, the city of Philadelphia, or Federal agencies such as FEMA.

Examples: All level 2 crisis, including one or a combination of the following: active shooter, severe weather conditions, earthquake, building collapse, flood, bomb threat, or acts of terrorism.

First Responders

The initial response to a crisis is primarily concerned with the issues that must be addressed within hours of a critical incident. Shift Managers and the crisis management team are the first responders to a crisis and must follow a defined sequence of initial responses:

Shift Manager

The shift manager on duty where the crisis occurs must first, 1) assess the situation to determine if the incident rises to the level of a crisis and if so, the level of urgency.

- **Level 1 Crisis-** The shift manager on duty will 2) Activate the plant warning siren and signal a yellow alert (refer to transceiver instructions), and 3) Evacuate staff from the affected area, and 4) Shut off the any broken lines

- **Level 2 Crisis-** 2) Activate the plant evacuation siren and signal a flashing red alert, and 3) the shift manager will take the transceiver with him and assist in the evacuation of all personnel from the plant, 4) Shut off all lines via the main circuit, 5) call 911, and 6) call John Doe, the crisis management team leader to provide the details of the incident and the status of the crisis

- **Level 3 Crisis-** The shift manager will 2) Activate the plant evacuation siren and signal a flashing red alert, 3) take the transceiver and assist in the evacuation of all personnel to the lower level or out of the plant to the safe zones, 4) Shut down all lines via the main circuit, 5) call 911, and 6) call John Does, the crisis management team leader to provide the details of the incident and the status of the crisis

Crisis Management Team Response

Yellow Alert (L1)- The crisis management team leader reviews the incident report and administrative support files the shift manager's incident report for future reference

Red Alert (L2, L3)- When any member of the Disaster Planning Committee notices a red alert coming from their transceiver, they are tasked with ensuring

that the CEO (Chief Executive Officer) or acting crisis team leader has been notified of the crisis.

Crisis Response Procedures

A crisis can occur unexpectedly and is characterized by a lack of information, multiple options, and critical decisions that must be made quickly. The following crisis response flow chart, and associated checklists must be followed to ensure that a crisis response is planned thoroughly and methodically, and that important actions are not overlooked in the pandemonium. Once the emergency has been stabilized, the crisis management team can move forward recovery procedures and assess the overall effectiveness of the crisis response.

Crisis Response Flow Chart
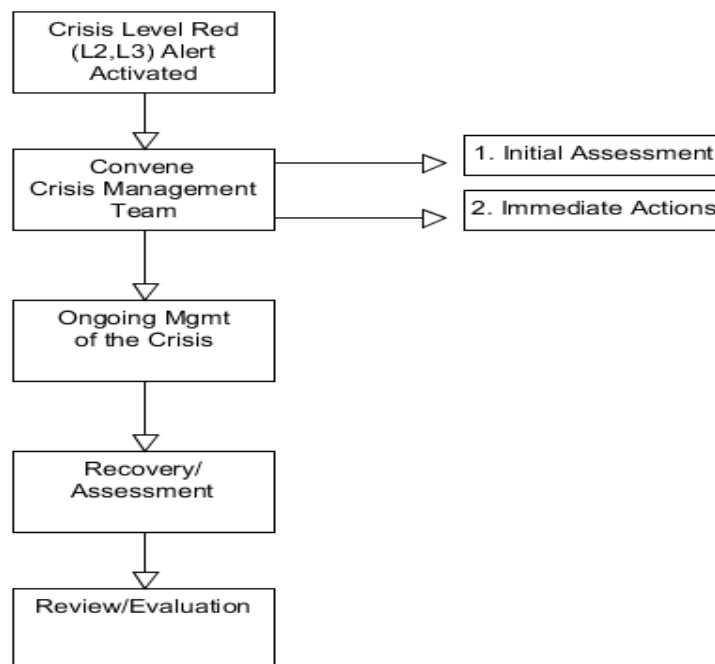
Crisis Management Team Leader

When the transceiver indicates that a **code red has been activated (L2, L3)**, the CEO or acting team leader must:

- Make as many attempts necessary to speak with the shift manager who was on duty to obtain as much preliminary assessment information as possible.

- Relay what is known about the crisis to senior management

- **Convene a meeting** of all crisis management teams. The teams should meet separately on the same day to begin implementing their pre-assigned duties, followed by an all-team meeting to conduct an initial assessment.

Crisis Response Checklists

Please keep in mind that the specifics of these checklists may vary slightly depending on the crisis:

a. Initial Assessment	
Here is what we know- What are the known facts/rumors of the incident: what has happened (when, where, how?)	
Ascertain if there anything that needs to be done right away to prevent further harm/damage (close, seal building, security)	
Assess the impact of the crisis- Who/what was affected (people, equipment, building damage, environment). What is the financial Impact: High (above $$XM), Medium (below $$XM), Low (below $$XM)	
Identify any potential future risks and concerns	
What additional information is needed and when will it be available	
Assign an investigator. Use internal sources or a third party.	
Identify the key actions of an appropriate initial response to the crisis (what needs to be done) that focuses on achieving BioTech's priorities and strategic objectives	

b. Immediate Actions	
Bring everyone up to speed by presenting the known facts about the incident: what happened (when, where, and how?)	
Authorize set up of the Emergency Operations Center (see Appendix for checklist) **(L3 only)**	
Authorize activation of notification and monitoring systems	
Make arrangements for any personal effects of the deceased on plant property to be secured. Notify family **(L3 only)**	
Determine if staff is needed at the location of the incident to provide support	
Clarify who outside the notification list (media, the public, staff) is entitled to information about the crisis and what that information consists of.	
Identify the essential teams needed to handle the crisis	
Determine the specific roles and tasks required to stabilize the crisis and assign them to the appropriate team. (e.g., initial, and ongoing notifications, check-in, monitoring, insurance, support services)	
Instruct teams to create a checklist for completing their assigned duties and prepare to give a progress update at the next full body meeting.	
Direct command center supervisors to keep a record of all reported incidents from staff who work in the field. **(L3 only)**	
Decide whether specialized help or legal counsel is needed	

c. Ongoing Management	
What new information do we have about the situation?	
Status update/progress of all teams in completing their checklist, including individuals who were assigned tasks	
Identify any additional needs- more staff support, equipment, supplies	
Review and discuss incident reports	
If neccessary, identify back up CMT members in the event it is a long running crisis	
Make a list of what needs to happen to start the recovery process, and form a committee to oversee the completion of each task on the list.	
Decide on a meeting frequency	

d. Recovery / Assessment	
Signal the start of recovery operations, debrief staff and partners	
The organization exits crisis mode, and CMT resumes their normal roles.	
Statement to the media	
Form a committee to plan and implement post-crisis care services (medical, counseling, support services)	
Analysis of the cause and management of the crisis's long-term consequences	
Reassessment of security risks	
Resumption of project activities	

e. Review *(to take place within 14 days of the crisis ending)*	
Participatory Crisis Management Plan evaluation involving key stakeholders	
Review what happened and why- what was done well, what could have been better managed	
Review of security measures in place and their effectiveness in the crisis situation	
CMP reviewed on an annual basis	

Section 3: Training

The ability to quickly implement the crisis management plan is essential and achieving that aim will require conducting drills and exercises with employees and the crisis management team as well as providing specialized training to team members based on their role.

Crisis Management Training Workshops

The main objective of this workshop is to equip employees who are not experts in crisis management with the tools, knowledge, and practical skills they need to handle crises if they arise. All members of the crisis management team will receive instruction on certain themes, such as crisis mitigation, preparedness, response, recovery, command center operations, or communication, depending on their assigned role in the crisis response.

Spokesperson Training

Speaking on the spot or being asked to represent an organization in the media frequently requires specialized training. Spokesperson training will enable our representative to craft persuasive holding statements, make presentations that are

packed with information, answer questions confidently, and prepare for media appearances.

Drills

- Shift managers will be put to the test as first responders during evacuation exercises, and building residents will get a chance to rehearse a planned escape from the building to safe areas or the lower level in case of an actual emergency. *Evacuation drills* will be conducted every three months.

- Simulated L2 and L3 transceiver warnings will be used in crisis response training exercises to test the crisis management team and communications infrastructure. It is expected of the team to act as though a real catastrophe is happening. Every six months, *crisis response drills* will be planned.

Appendix A: Sample Holding Statement

Holding Statement Example – Generic 2 (From useworkshop.com)

At approximately [time] there was what is currently being investigated as an [incident] at [location]. We are working to determine [damage, injuries, etc.]. At this time, we have confirmed that [General information that is for certain. Delete if no confirmed info is available.]

The safety and well-being of our employees, contractors, and neighbors are our first priority. [Expression of compassion/concern if appropriate]. As more information is available, we will be providing updates through [web site address] and regular media briefings (Bell, 2021).

Appendix B: Resources

The list is not all-inclusive, but it will get us started in the right direction.

Resources	Yes	No	
Computers/Laptops			
Printer & Paper			
Pens/Pencils			
Flip Charts			
Landline			
Wi-Fi			
Generators			
Portable Battery Power Banks			
Portable Televisions			
32' Monitors			
Radio			
DVD/VCR, CCTV (Closed circuit television) camera			
Cabinets			
Conference Table/Chairs			

Projectors			
Hard Hats & Boots			
Thumb Drives			
Compact Disks			
Wall clocks			
Break Room Supplies			
Inflatable Airbeds			
ICS Go Kits			
ICS position vests			
Maps and charts as needed			
Dry-erase boards and Markers (multiple colors)			
T-card racks to support			
Administrative support kits			
Fire Extinguishers			
Light Bulbs			
Countertops			
Bottled Water			
Safety Vests			
Shareholder Agreementts			
Supplier Contracts			
Benefits Information			
Business Plan			

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