

# Common Flaws in Crisis Management Planning and Arrangements

EVENT: MINDZALLERA BCP CONFERENCE 2024

LOCATION: 3.1319° N, 101.6841° E

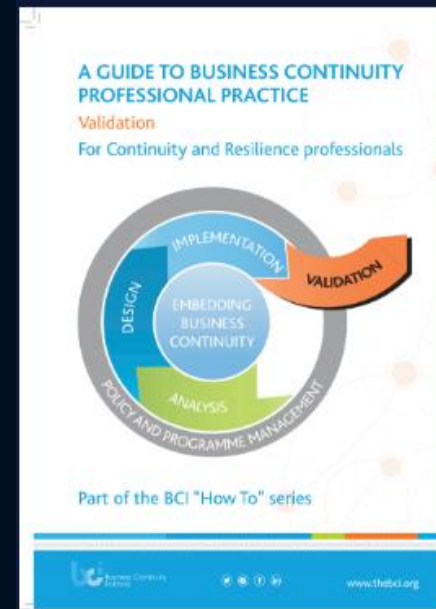
DATE: 6 MARCH 2024

# Disclaimer

- The contents covered in this presentation are not intended to be “professional advice”
- Case studies and examples discussed in this presentation are not “complete depictions” as delivered by the presenter
- Neither Infinity Continuity, including its owner(s) and associates shall be liable for any implementation outcomes as a result of the contents of this presentation. Always engage your Consultant for professional advice

# About Infinity Continuity

- Established in 2013 as an organisational resilience consultancy and training practice, with core focus in emergency preparedness, business continuity and crisis management
- Led by Gary Ng, with 20 years operational experience in government, regulatory and private sectors (Bank of SG, BlackBerry, Ernst & Young). Former Lieutenant-Colonel (NS) with Singapore Civil Defence Force (SCDF)
- Professionally certified by the Business Continuity Institute (UK), Institution of Fire Engineers (UK), CQI and IRCA ISO 22301 Lead Auditor (UK)
- **One of the Licensed Training Partner of the Business Continuity Institute (BCI) for APAC region**





# Contents

- Defining a Crisis
- Preparedness – The Key to Loss Reduction
- When Things Go Wrong
- Conclusion

# Defining a Crisis

CONFIDENTIAL



# Would you qualify this as a “Crisis”?

- Scenario 1:
  - A participant is unable to locate the washroom
  - Multiple participants unable to locate the washroom
  - A cubicle in a washroom is not serviceable
  - All cubicles in a washroom are not serviceable

- Scenario 2:
  - An aircraft pilot informs ATC that one of the indicator lights on his panel is “not working well”
  - ATC informs incoming aircraft pilot that there is “no available runway” to land at present moment (and they are 15 minutes to touch down)
  - Aircraft pilot informs there is smoke in the aircraft.
  - Pilot informs ATC that cabin crew has found a suspicious baggage in one of the washroom

***Would your assessment change if these occurred independently vs collectively?***

# “Common” Flaws in Crisis Management Planning

- Labelling an “incident” as a “crisis”
- Incorrect assessment of incident(s)
- Limited understanding of crisis management framework
- “All plans are the same” mentality
- Limited commitment to resources, systems and processes
- Lack of preparedness
- Ability to “embrace” resiliency



# Differentiating an “Incident” from a “Crisis”

ISO 22300: 2021

- **Incident:** Event that can be, or could lead to, a disruption, loss, emergency or crisis.
- **Crisis:** An unstable condition involving an impending abrupt or significant change that requires urgent attention and action to protect life, assets, property or the environment.

- An Incident

- Generally foreseeable
- Impacts easy to comprehend
- Level of response is operational and tactical oriented
- Usually within a short timeframe
- Specific responses can be “pre-planned”

- A Crisis

- Unique, rare, unforeseen or poorly managed events
- Complex and generally uncertain, with profound reputational impacts
- Level of response is strategic in nature
- Likely to last over longer periods
- Requires flexibility, creative and sustained response

# Crisis Management Framework

- 4 stages:



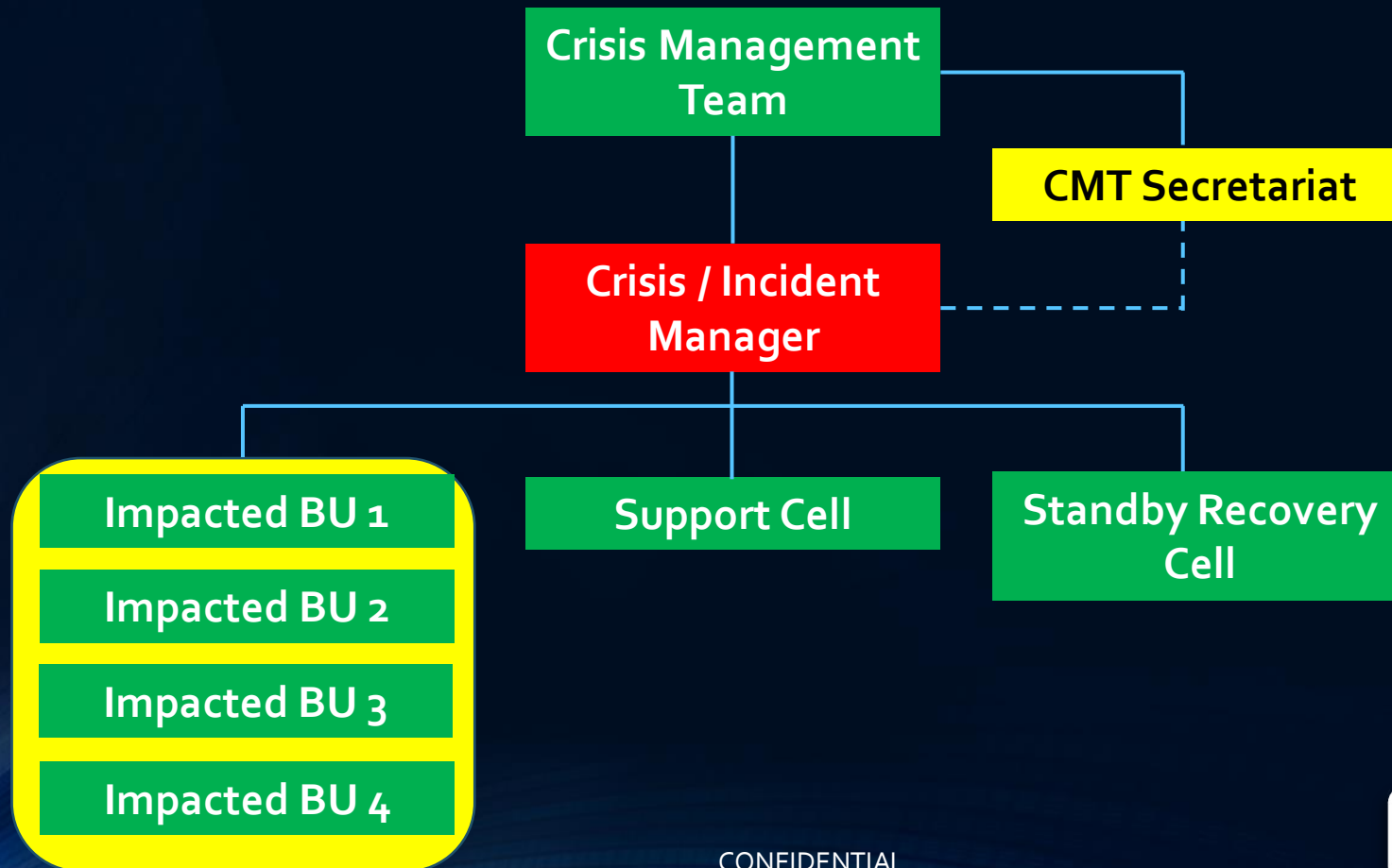
CONFIDENTIAL

# Components of a Crisis Management Plan

- Version control
- Purpose and scope
- CMT structure
- Notification and escalation process
- Establishment of command centre
- General CONOPS
- Standing down criteria
- Annexes (templates, etc.)



# Composition of a Crisis Management Team



CONFIDENTIAL

# Preparedness – The Key to Loss Reduction

CONFIDENTIAL



# Differentiating your plans



CONFIDENTIAL

# Establishing Systems and Resources

- Establish potential impacts based on probable threats
- Develop a “warning system”
- Establish clear notification and escalation procedures
- Develop tiered communication and response levels
- Clear response structure
- Established reporting and monitoring processes
- Defining “stand down” criteria



# Validating your plans

- Communicate your plans in advance
- Design relevant validation procedures (test or exercise?)
- Involve sector regulators
- Engage external specialists where applicable

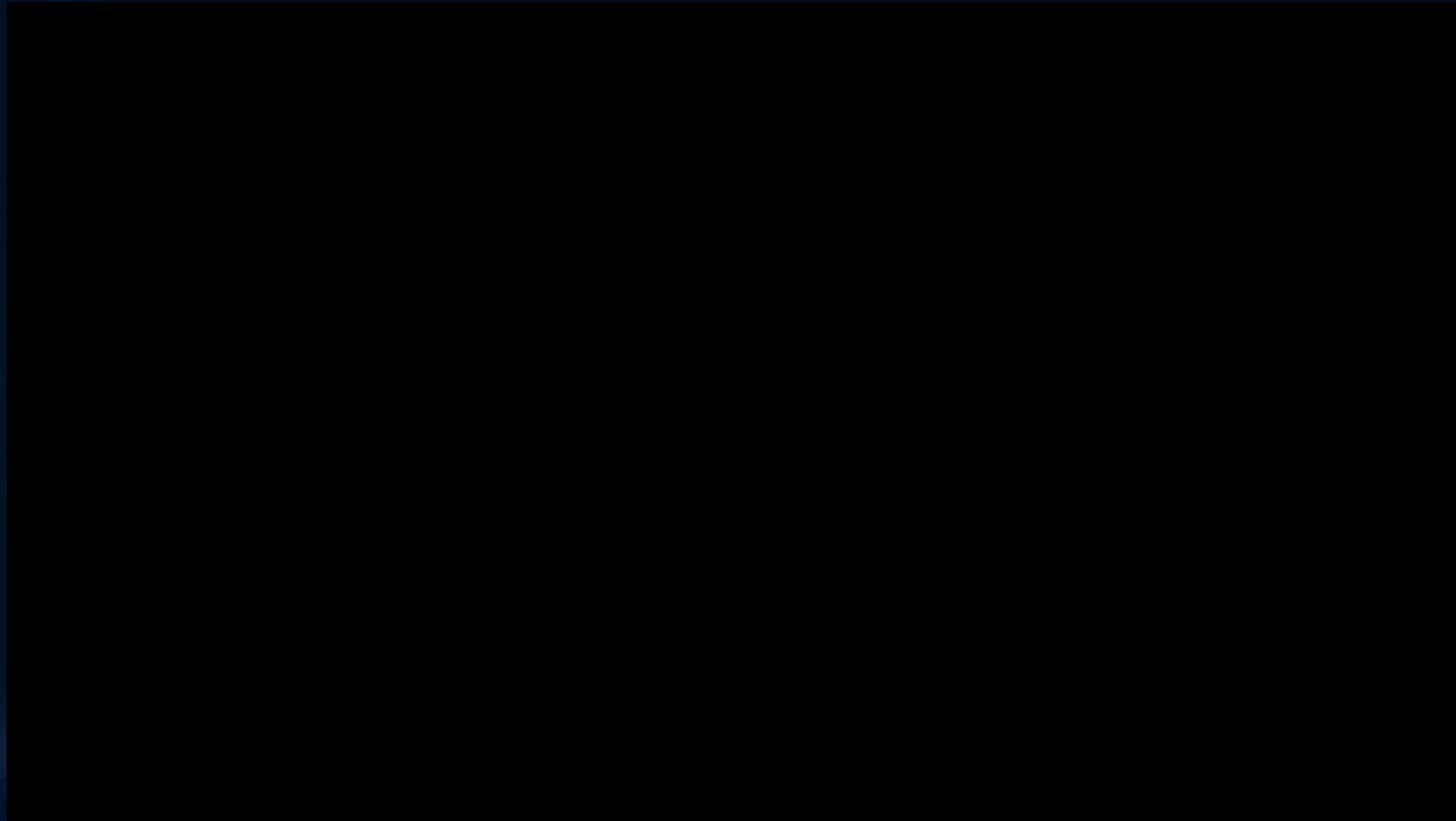
# Other essential elements

- Good situational awareness (AOS)
- Establish “command and control” at onset of incident
- Clear decision-making process
- Effective leadership at all levels
- Competent personnel
- Continuous learning and improvement
- Establish internal “readiness” culture

# Case Study: Exercise Singapore Ready

- 40 years of Total Defence initiative
- 15 to 29 Feb 2024
- Simulating disruptions of power, water, food supply, digital connectivity and civil emergency. Over 500 organisations from the private, public and people sectors will be participating in this exercise.

# Exercise Singapore Ready (Total Defence 40)



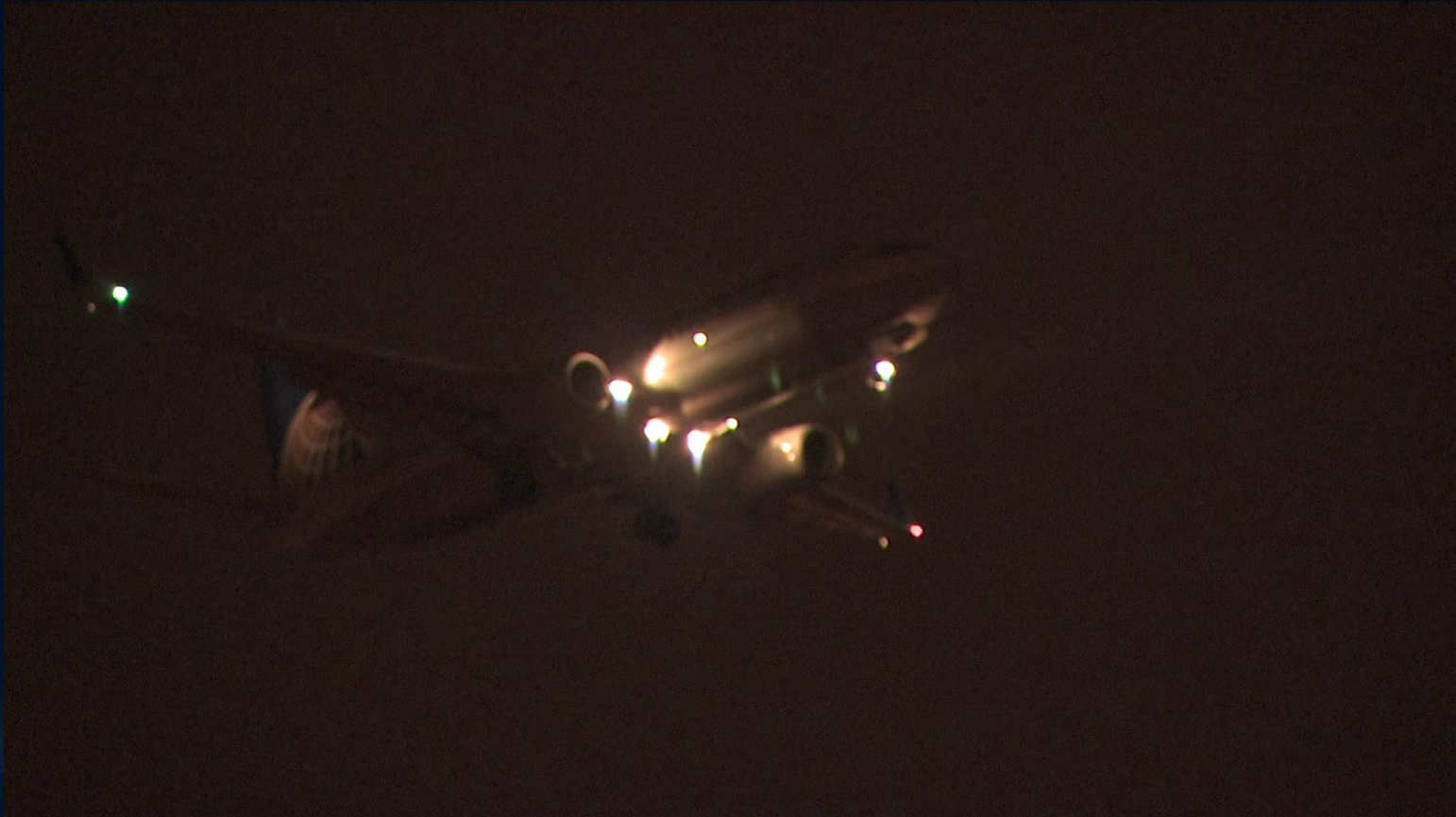
CONFIDENTIAL





# What could possibly go wrong?

- Imagine we are on night shift at the airport
- Suddenly, the alarm goes off
- You rush to your response vehicle
- Instructions begin to flow into your headset
- The onboard event monitor streams multiple data
- You're told to look up into the sky...



CONFIDENTIAL



# When Things Go Wrong

CONFIDENTIAL



# An unfortunate event

- Nicoll Highway collapse (year 2004)
- Construction of Singapore's MRT extension line
- 4 fatalities and 3 injuries
- While agencies had contingency and crisis management plans, variations had to be made



# Crisis Management in Progress



CONFIDENTIAL





# Crisis Response

- Crisis communications plan
- Understand the current state and options
- Be clear of interested parties
- Be clear and transparent in communications
- Understand your current Service Level Agreements
- Have a Business Continuity Plan (understand your objectives)
- Recovery management

# Recovery Management

- Focus on the “long term”
- Restoration and rebuilding of brand and reputation, infrastructure, investors’ confidence
- Address any legal and insurance challenges
- Address employees’ issues and concerns

# The Aftermath

- Conduct a post-mortem review
- Review current plans and procedures
- Engage stakeholders early
- Communicate the changes
- Initiate validation programme
- Schedule periodic reviews

# Conclusion

CONFIDENTIAL



# Key Summary

- Have a clear definition in your CM Policy
- Have a clear assessment and escalation process
- Do not “repeat” plan contents
- Preparation is key to readiness
- Have a review programme in place
- Validate your response plans on a frequent basis



# Thank You



**Gary Ng (Director, Infinity Continuity)**  
[garyng@infinitycontinuity.com](mailto:garyng@infinitycontinuity.com)

