WESTMINSTER

INTERNATIONAL UNIVERSITY IN TASHKENT

An Accredited Institution of the University of Westminster (UK)

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- Crisis
    - is a major unpredictable event or an activity, which might potentially lead to a negative result
    - an emotionally charged significant event or radical change
    - an unstable or crucial time of affairs in which a decisive change is impending
    - a situation with the distinct possibility of a highly undesirable outcome
    - a situation that has reached a critical phase

- Fire or explosion
- Corporate trip accident
- COVID-19 Pandemic
- Natural disaster (flood, tornado, etc.)
- VIP visit
- Unannounced authorities audit
- Power outage
- Others? Hundreds of others…

Risk – Issue - Crisis

- Risk – an assessed loss of potential. A function of hazard, trigger, probability of occurrence, severity of outcome.
    - Risk analysis – Risk engineering – Risk management
- Issue – An unsettled matter, which is ready for a decision (might be an undesirable decision for various stakeholders)
    - Issue management with a possibility of corrective action
- Crisis – an issue out of hand
    - Crisis management – maintain control of the situation

Case of Risk and Ramifications

- In 1998 Newly published study in *The Lancet* claiming there is a possible link between MMR vaccine and autism in children.
    - *MRC dismissed the claims*
    - *One of the co-authors changed his opinion*
    - *UK government tried to persuade parents to vaccinate (alternative – measles epidemic)*
    - *PM Tony Blair refusing to comment on whether his son was vaccinated*
    - *Parents confused by the mixed messages*
    - *Numerous reports published in the upcoming years rebuking the original claim*
- End result – vaccination rates in UK and Europe dropped

- Weather conditions and JetBlue
  - Passengers stuck on planes for almost 11 hours
  - Close to a thousand flights cancelled in a matter of 6 days
  - Reputation damage
  - CEO appearing on TV with a public apology
  - Bleeding Sales
  - New emergency plans. Hundreds of thousands of dollars in compensations
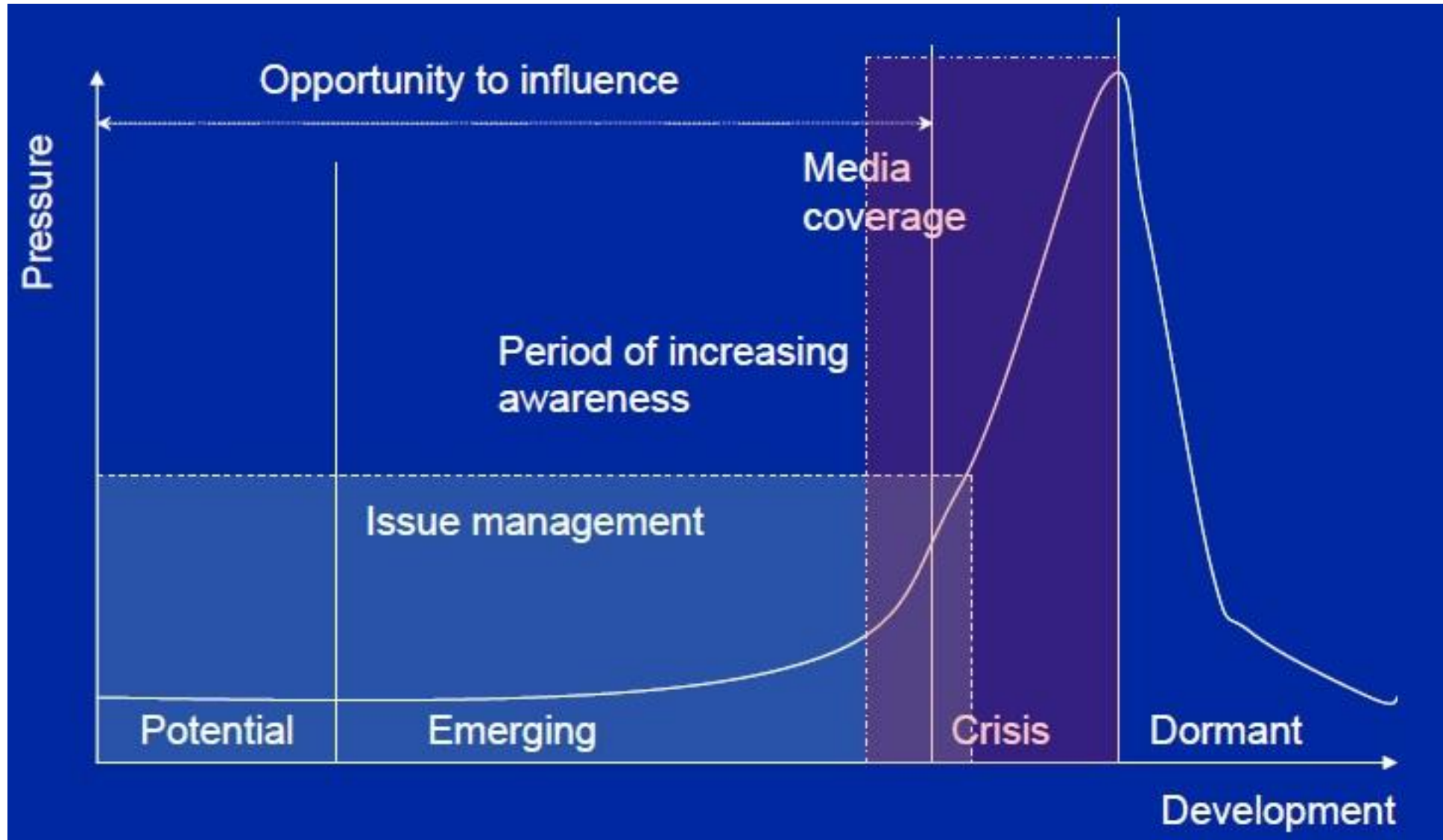
Crisis Perception

Common Features of a Crisis

- The situation materializes unexpectedly
- Decisions are required urgently
- Time is short
- Specific threats are identified
- Urgent demands for information are received
- There is sense of loss of control
- Pressures build over time
- Routine business become increasingly difficult
- Demands are made to identify someone to blame
- Reputation suffers
- Communications are increasingly difficult to manage

- Crisis Management is the process by which an organization deals with a major unpredictable event, that threatens to harm the organization, its stakeholders, or the general public.

The plan documents are key to success.

- Assess risks
- Produce plans
- Define roles and responsibilities
- **Appoint crisis management team**
- Draw up communication plan
- Produce contact and organisation chart
- Promote crisis-ready culture
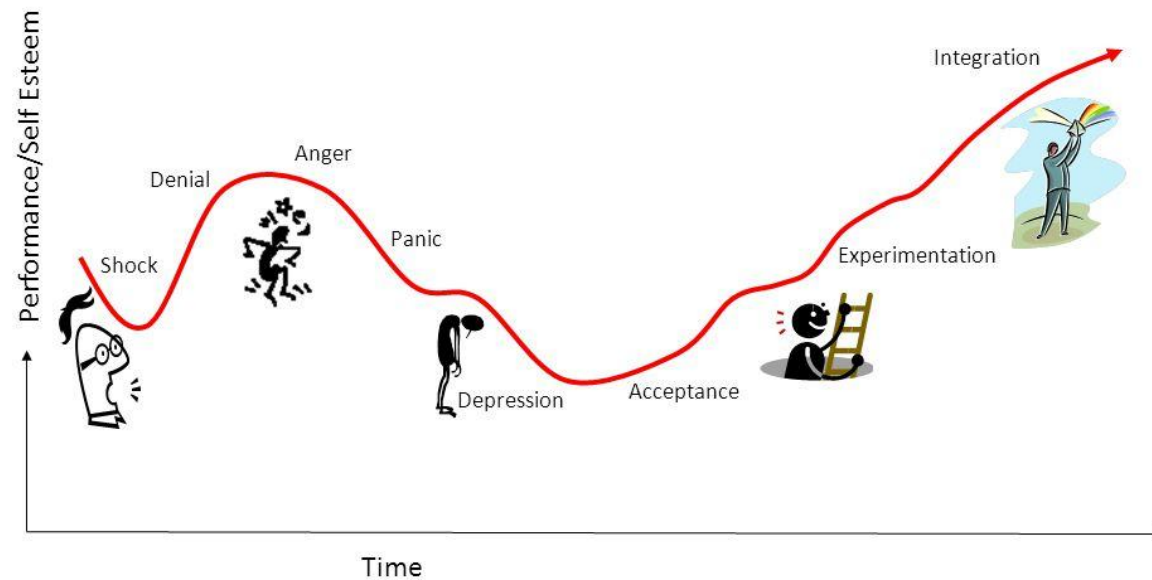- Publish plans and conduct training
- Test, review and practise

- Prompt action reduces collateral damage

- Prompt action reduces length of crisis & moves situation to quicker resolution

- Focus on response, not sources of threat

- Not possible to detail every conceivable crisis

- Important decisions made before crisis ever occurs (structure, process, leadership)

- Decisions based on site, location & unique set of circumstances that occur during a crisis

- "Cardiac assessment," intuition plays key roles

- Tend to victims' needs immediately, compassionately and completely

- Be prepared … bad stuff happens

- Continuous process requiring annual review

- Denial: *"This could not have happened."*

- Anger: *"How could this have happened?" "How could somebody do that?"*

- Panic

- Anxiety

- Policy and Leadership

  - Provides foundation, framework for action

- Emergency/Crisis Management Plan

  - Provides structure, mechanisms for operational response

- Organization Crisis Response Plan

  - Building plan operates within framework of a regional/global plan

  - Provides roles, responsibilities for staff

  - Coordinated response to more frequently occurring incidents

Elements of Crisis Management

- Crisis Response Team

  - Organization, headquarters response personnel

- Communication

  - Foundation of any crisis planning, implementation, management and recovery effort

- Training

  - Preparation and knowing what to do is crucial

  - Maintains preparedness

- Organization-based scenarios

   threat, accidental death, lockdown, etc.

- Headquatrers-wide scenarios

   natural disaster, business interruption, etc.

- New or emerging scenarios

   pandemics, terrorist attack, etc.

- Ensure safety of all stakeholders

- Establish a pre-determined plan of action (focus on response vs sources of crisis)

- Identify trained emergency responders
  (can they be counted on to act, not freeze up?)

- Minimize damage, loss of facility use

- Provide on-going support for all stakeholders

Emergency Planning

- Incorporate best thinking, practices of all responding agencies (form partnerships now, don't wait for crisis to occur)

- Return to "normal"

- Outline steps to practice, rehearse for a crisis (creates cultural conditions that practice is important, demonstrates teamwork needed during the crisis)

- Include reps of various stakeholders in planning, training

- What else? (consider your unique circumstances)

- Prevention & Intervention (mitigation)

   - steps to reduce or eliminate risk to life, property and reputation

- Preparedness

   - process of planning a rapid, coordinated and effective response

- Response

   - action steps to take during a crisis

- Recovery

   - restoring the teaching and learning environment after a crisis;
      must include mental health recovery