Hurricane Matthew

Some lessons learned

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What are we covering

- Real-life lessons learned the location name is withheld
- The focus is on crisis management, emergency response & preparation and business continuity
- The magnitude of the damage is not significant (or the lessons learned would have a greater impact)
- The program is mature

- Questions are encouraged! Please keep them on content and I may delay the answer to better match an upcoming slide.
Time is the enemy to preparedness

- It is not what you might expect. The time between major storms, not the time before the storm.
- Personnel had changed and new employees had no experience
- Training was neglected
- Tabletop exercises for management did not translate to knowledge to the workers
Look to the “savior”

- Decisions not made because a specific person was not there
- Pro-active is not in the vocabulary
- The incident commander and the entire structure circumvented or not effective
- No good deed goes unpunished – attitude (no trust present)
- Shift schedule!
Finance

• Even though the plan calls for it, finance codes and expense tracking not implemented in early stages
  • Tabletop never implements the code
  • No practice doing it; so, no muscle memory

• Waiting for approvals
  • Even though in the plans, no action without specific approvals
  • Bottleneck in decisions and delayed responses

• Proper leadership by CFO w/in EOC to correct defects (after CFO arrived)
Documentation

• Severe enough to get its own slide
• If you don’t practice using the tools – you will not use them
• Need a running action item log (color coded is nice)
• Review the action items at each meeting time
• Have a briefing ready for the next shift – use your documentation!
Drive away kits

• The chosen name for the ready kits (stored away from the work location) that you grab to setup your new location
• Not really the right contents – not updated after each exercise
• Not actually reviewed – just a contents list review (there are spiders in that room…)
• Batteries, power adapters, surge strips – did you know batteries expire?
Crisis Management

• We don’t have a Crisis…
• Public affairs and legal on the team – but never used for the communications
• Highest executive leads the press conferences – all of them (do we need a PIO)
• I’m in charge
People

• Incident command at the EOC established schedules after a period of time.
• Roles not understood by assigned personnel
  • Training not current
  • Training not refreshed
  • Never practiced in that role
• Entire system circumvented (didn’t you mention that before…)
• Inaction is safe
• Fill the room to be visible
Transitions

• Although discussed at all tabletops, transition from emergency to recovery actions was not accomplished
• Advise from others who had experience was not implemented
• Without the EOC transition, recovery efforts were assumed by maintenance teams and communications decreased.
• Plans? What plans?
Ask Away

• If you haven’t taken the opportunity to ask those burning questions as we went through the slides…

• Ask them now please!
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