YCHRA

YAMHILL COUNTY
HUMAN RESOURCE ASSOCIATION

# YAMHILL COUNTY HUMAN RESOURCE ASSOCIATION

## CERTIFICATE OF COMPLETION AND ATTENDANCE

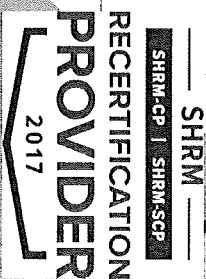"Why do we need to prepare?"

PRESENTED BY

Craig Durbin

October 11, 2018
Linfield College

_____
Attendee

_____
YCHRA Representative

YCHRA is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CP℠ or SHRM-SCP℠
Activity ID: PDCs: 1.5

SHRM
SHRM-CP | SHRM-SCP
RECERTIFICATION
PROVIDER
2017

# Yamhill County Human Resource Association

## October Meeting Announcement

| | |
|---|---|
| **Date & Time:** | October 11, 2018, 7:45am – 9:30am |
| | 7:45 am – 8:00 am  Registration & Networking |
| | 8:00 am – 9:30  Program |
| **Location:** | Linfield College, Riley Campus Center, Room 201 (see attached map) |
| **Price:** | FREE |
| **RSVP:** | rebecca@westhillshealthcare.com |
| | Please RSVP (if possible) by October 5th, 2018 |

**Program Description: "Why Do We Need to Prepare?"**

**Speaker: Major Craig Durbin, Assistant Director Oregon State Lottery, Oregon State Police**

As the Assistant Director for Security at the Oregon State Lottery (OSL) Major Craig Durbin is responsible for what is known as the Fairness, Integrity, Security and Honesty (FISH) within all the operations and administration of the OSL. The OSL has transferred to the State of Oregon over one billion dollars each biennium since 2005. He has served in this position for 8 years.

Prior to his role as AD for Security Major Durbin served for 7 years as the Director of the Oregon State Police Gaming Enforcement Division (GED). The GED provides regulatory oversight over all gaming within Oregon to include tribal gaming, ring sports and the OSL.

Major Durbin has over twenty years of law enforcement experience. He served 7 years in patrol, 5 years in major crimes, 8 years in drug enforcement and he is currently serving in gaming enforcement. He has been involved in numerous legislative initiatives both at the state and federal level, served on local and national boards to include the Governors Methamphetamine Task Force; National Methamphetamine Chemicals Initiative; Law Enforcement Advisor to the Oregon Medical Marijuana Program; North American Gaming Regulators Association (NAGRA); Drug Endangered Children's Association; Committee for Securing Gaming Integrity and others. He has been a speaker on gaming issues both locally and at industry conferences to include Gaming Laboratory International Roundtable's and the NAGRA. He has contributed to publications such as Casino Enterprise Management.

Currently he serves as the Chair of the Committee for Securing Gaming Integrity attempting to bring agreement amongst national gaming organizations on the recognition of standards.  He also serves as the Secretary for NAGRA.

He is a former paramedic and United States Marine Corp NCO. Major Durbin and his wife live near his children and grandchildren in McMinnville Oregon.

# A CULTURE OF READINESS

## PREPERATION TO SURVIVE!

3 Pillar Consulting

# Hello

- Who we are.......
- What we are.........
- What we are not...........
- The purpose of today...........

# Training Objectives

- To develop an understanding of what crisis readiness means
  - Complexity
  - Components
  - Help you to prepare your organization and people
- To help you to begin the process of developing a culture of crisis readiness

# What is Workplace Violence?

- Workplace Violence – An *intentional act* committed by an individual or a group for the purpose of (or results in) psychologically or physically effecting an organization or persons associated with an organization. (Dr. Harley V. Stock)

- Workplace Violence – Any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and homicide. (OSHA)

- Assessing your awareness

# Case Study

## Clifton McCree

Rate Mr. McCree on a 1-10 scale of potential violence, with 1 being the lowest and 10 the highest.

— A rating of 1 would indicate that your assessment reveals he possesses no more likelihood of danger than the average, non-violent employee.

— A rating of 5 would suggest you have identified some areas of concern, but that you can manage the case using standard administrative procedures.

— A rating of 10 implies that you consider Mr. McCree imminently dangerous, and that immediate security, psychological or other interventions must be taken.

# Another Day At The Beach

## Video

# Workplace Response Team

- Why is it important?
  - Safety of your employees
  - Litigation
    - Negligent hiring
    - Negligent retention
    - Negligent supervision
- Components
  - Core evaluation team
  - Sub team
  - Program
  - Training

# Why A Culture of Readiness ?

- November 4, 2017
  - Ranch Tehama Reserve

- According to the Federal Emergency Management Agency (FEMA), more than 40% of businesses never reopen after a disaster, and for those that do, only 29% were still operating after two years. And guess what likely becomes of those that lost their information technology for nine days or more after a disaster? Bankruptcy within a year.

# Need For Culture

- Another 25 percent fail within one year. If you think that getting past this initial time gets your company out of the woods, think again. The United States Small Business Administration found that over 90 percent of companies fail within two years of being struck by a disaster.

# Preparing for a Crisis

- The importance of preparing for a crisis is universal

- Crises can happen anywhere – home, work, school, while traveling, etc.

- As an organization, we must be prepared to be our own "crisis manager" to ensure

  - The safety of our employees

  - Adequate internal and external communications during a crisis

  - An alternate location is identified for critical operations

  - That everyone understands their roles and responsibilities during an event and subsequent recovery

# Why Develop a Culture of Readiness

- It is aligns with your desire to keep your org safe
- Values – how do we value safety as individuals
- Attitudes – do we embrace or ignore readiness processes
- Behavior – do we conduct ourselves in a safe manner
- Group Traits – what do we do as a collective group to ensure we are prepared to respond in the event of a crisis
- Culture is a process of
- How organizations "do things"
- "Sense-making" - it makes sense to know what to do in the event of a crisis
- To help orient people to "reality" in ways that provide a basis for alignment of purpose and shared action

# First Some Definitions

- Readiness – State of preparedness of persons, systems, or organizations to meet a situation and carry out a planned sequence of actions.

- Crisis – A situation that seriously and immediately threatens one or more of your four vital assets – life, property, operations/income, and reputation

  - Crises are characteristically uncommon, unpredictable and sudden

  - Crises demand immediate responses in order to save lives, avert secondary damage, and restore normal operations

  - Last different periods of time

# Best Practice Approach

- Organizations first priority is the safety of your employees

- The goal is to return to business as normal as soon as possible while limiting the long term impact

- Organizations stakeholders expect you to be prepared and able to mitigate a crisis quickly and efficiently

- There is a need to create a framework for response – a Business Continuity Program - in which the Leadership Team will work through Tactical Response Teams to identify how to respond to and mitigate a crisis

# Types of Crisis Situations

## Human Related Disasters

- Bomb threat
- Disorderly conduct and/or trespassing
- Active shooter
- Sudden illness, injury or death

## Natural Disasters

- Earthquake
- Fire evacuation
- Power failure
- Water main break
- Natural gas leak

## Technology Related Disasters

- Cyber attack
- Data breach
- Compromised system
- Loss of integrity

# Employee Responsibilities

- Take the training provided
- Take care of themselves first
- Keep calm, evaluate their situation, and think logically about their actions they need to take
- Understand their role and report on situations and their status
- Follow established procedures and/or directions provided

# Guiding Principle

- Keep It Simple S.... (KISS)

- Logical or physical crisis event

- Three timelines: minor, major, and catastrophic

- Clear division of components: Crisis Management Plan, Business Continuity Plan and Disaster Recovery Plan

- The program should consider the risks outlined in your annual Enterprise Risk Program.

- Consideration for other enterprise wide programs should be integrated such as (vendor contracts, position descriptions, IT processes, Security plans, etc.)
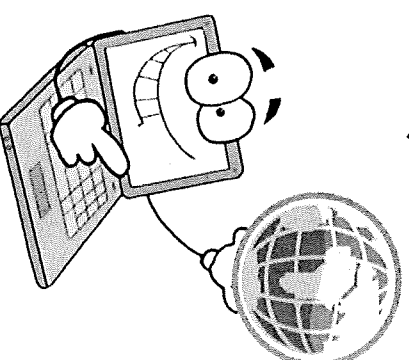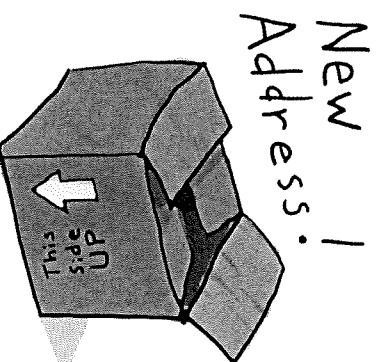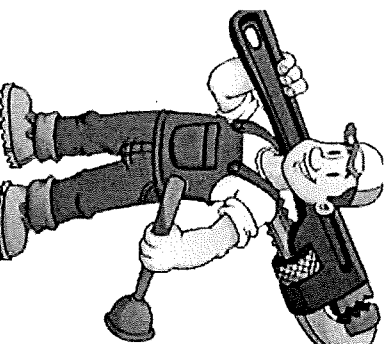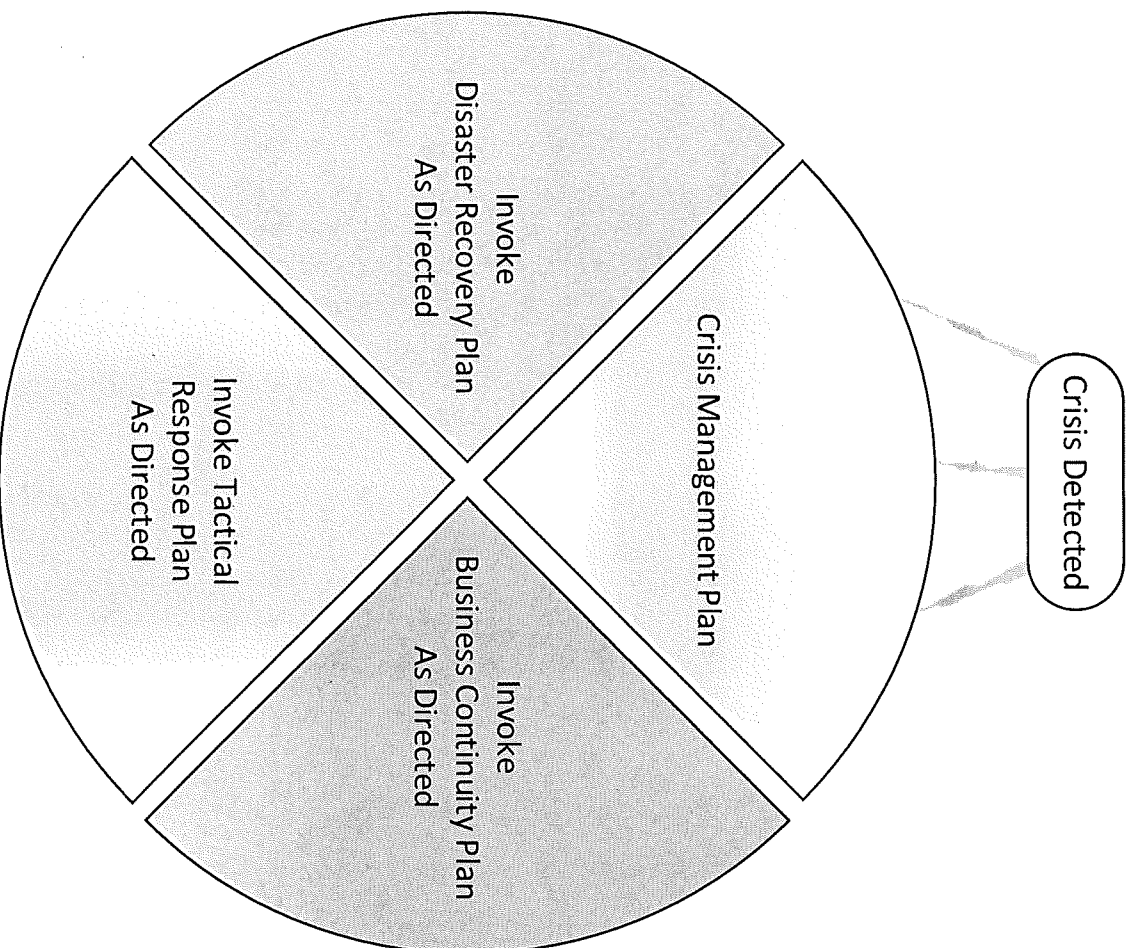
# A Crisis Occurs....
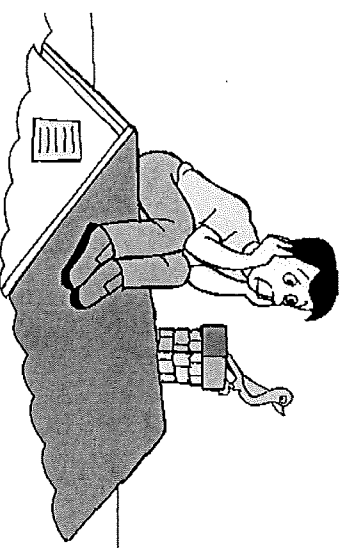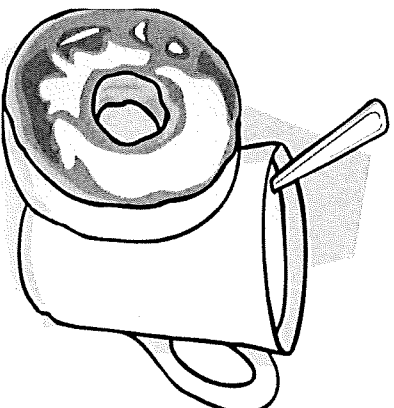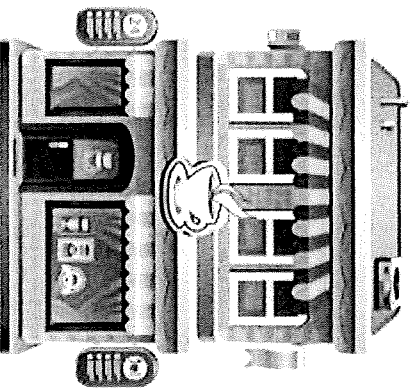
Crisis Management

Business Continuity

Disaster Recovery

New Address!

This Side Up

# Program Overview



Crisis Detected

Crisis Management Plan

Invoke Disaster Recovery Plan As Directed

Invoke Tactical Response Plan As Directed

Invoke Business Continuity Plan As Directed
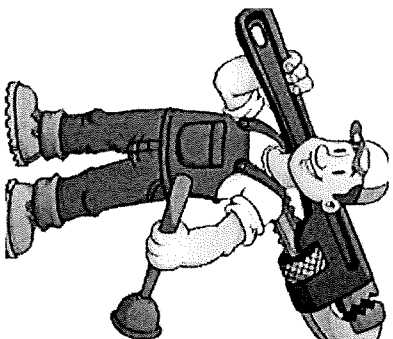
# Crisis Management Plan

# Crisis Management Plan

## Definition

A crisis is a situation that seriously and immediately threatens one or more of an organizations four vital assets: life, property, operations/income, and reputation.

## Purpose

To prepare the organization for crisis situations, identifying the responses to the immediate crisis, and to mitigate the effects of the crisis upon the organization. The Crisis Management Plan is based on Response Team Tactical Plans.
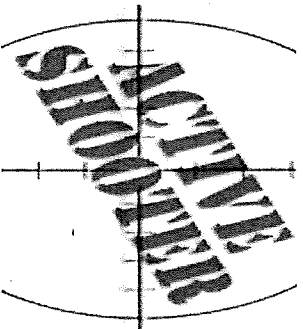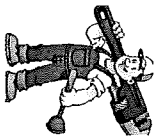
# Responding to the Crisis: Response Teams and Responsibilities

Build crisis response teams to respond and mitigate a crisis:

- F&A/Procurement

  – Vendor management

  – Spending

- Facilities

  – Building stability

- Human Resources

  – Employee safety and welfare

- Public Relations

  – Stakeholder communications
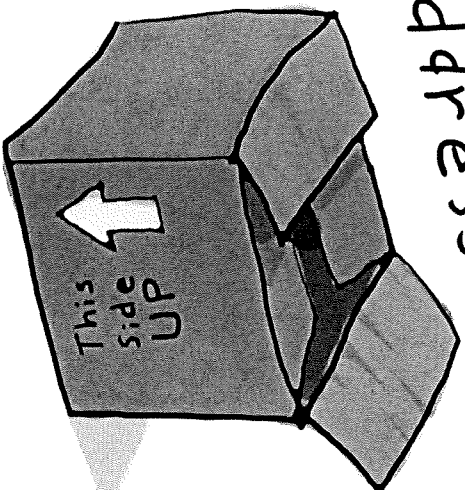
- Security

  – Building security

  – Employee safety

# Responding to the Crisis: Response Teams and Responsibilities

Build integration into culture:

- Training
  - Back up and cross training

- Table top exercises
  - Assure it works

- Develop governance

# Business Continuity Plan

New Address!

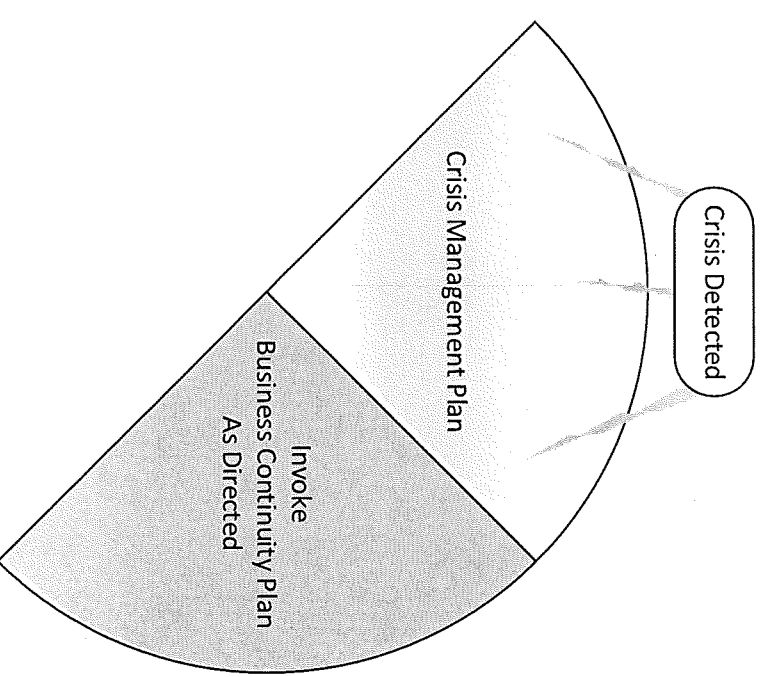# Continuity Management: Business Continuity Continuity Plan

## Definition

A Business Continuity Plan is a plan to continue critical business department operations during a crisis event.

## Purpose

To document the processes and procedures related to critical business operations.

## Application

Business Continuity Plans will be invoked as needed for *some or all* business departments while a crisis is mitigated.

Crisis Detected

Crisis Management Plan

Invoke
Business Continuity Plan
As Directed

# Business Continuity Plan Development

New Address!

## Approach

- Define your approach and start small
  - Work with One Business Unit
  - Start with needs of a minor crisis event (24-48 hour outage)
  - Perform an impact analysis to assess scope
  - Identify Business Continuity Plan Lead and team
  - Complete Business Continuity Plan via given template

## How Business Continuity Plan Helps Overall Program

- Will identify key procedural gaps for Business Unit
- Will communicate Business Unit technological and physical needs
- Will allow the organization to prioritize critical business functions
- Will integrate with your Disaster Recovery Planning
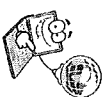
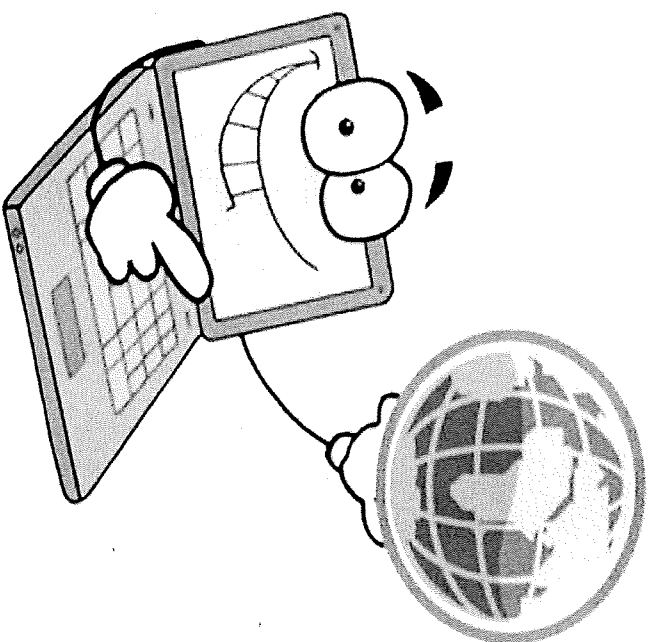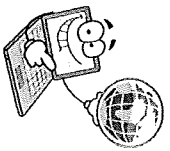**Business Continuity - Disaster Recovery Relationship**

New Address!

The Business Continuity Plan will identify critical business functions and the associated technical needs, which will define key parameters for Disaster Recovery Planning:
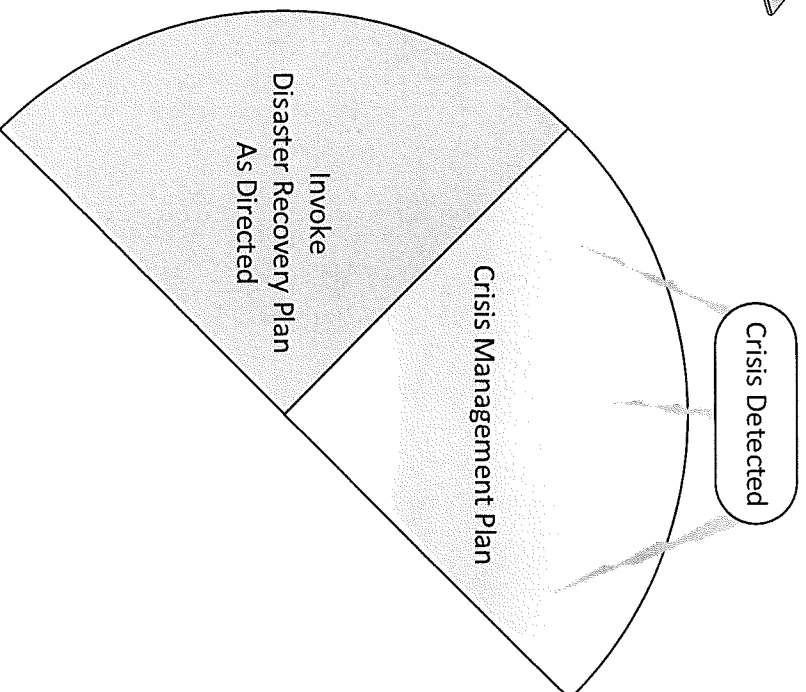
**Create**
- Functions
- Technical needs

**Prioritize**
- Criticality levels set
- Prioritize

**Plan**
- Disaster Recovery Planning
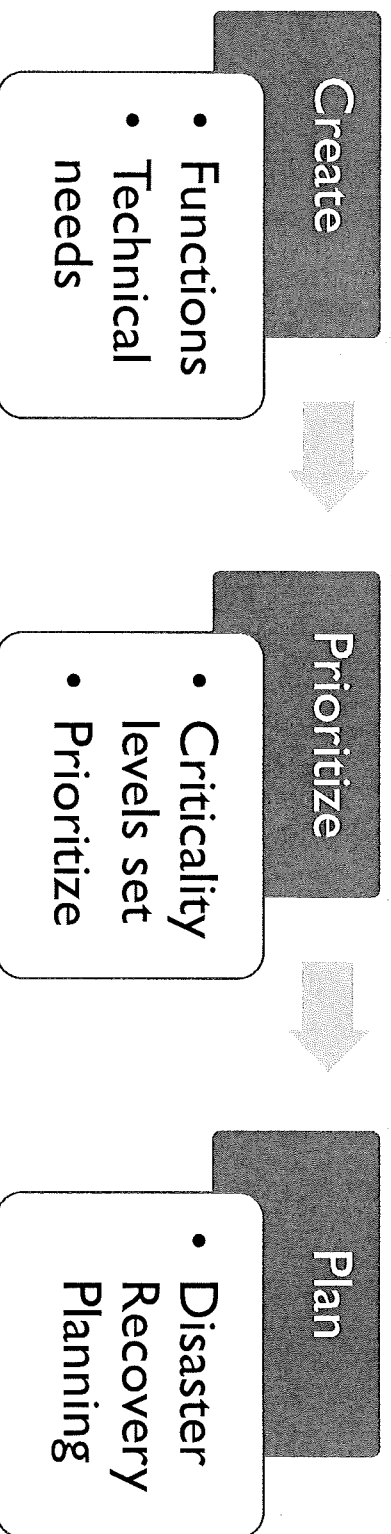
# Disaster Recovery Plan

# Continuity Management: Disaster Recovery Plan



Crisis Detected

Crisis Management Plan

Invoke
Disaster Recovery Plan
As Directed

## Definition

The Disaster Recovery Plan is a plan for sustaining the technological components in support of all Business Continuity Plans and tactical response plan support during a crisis event.
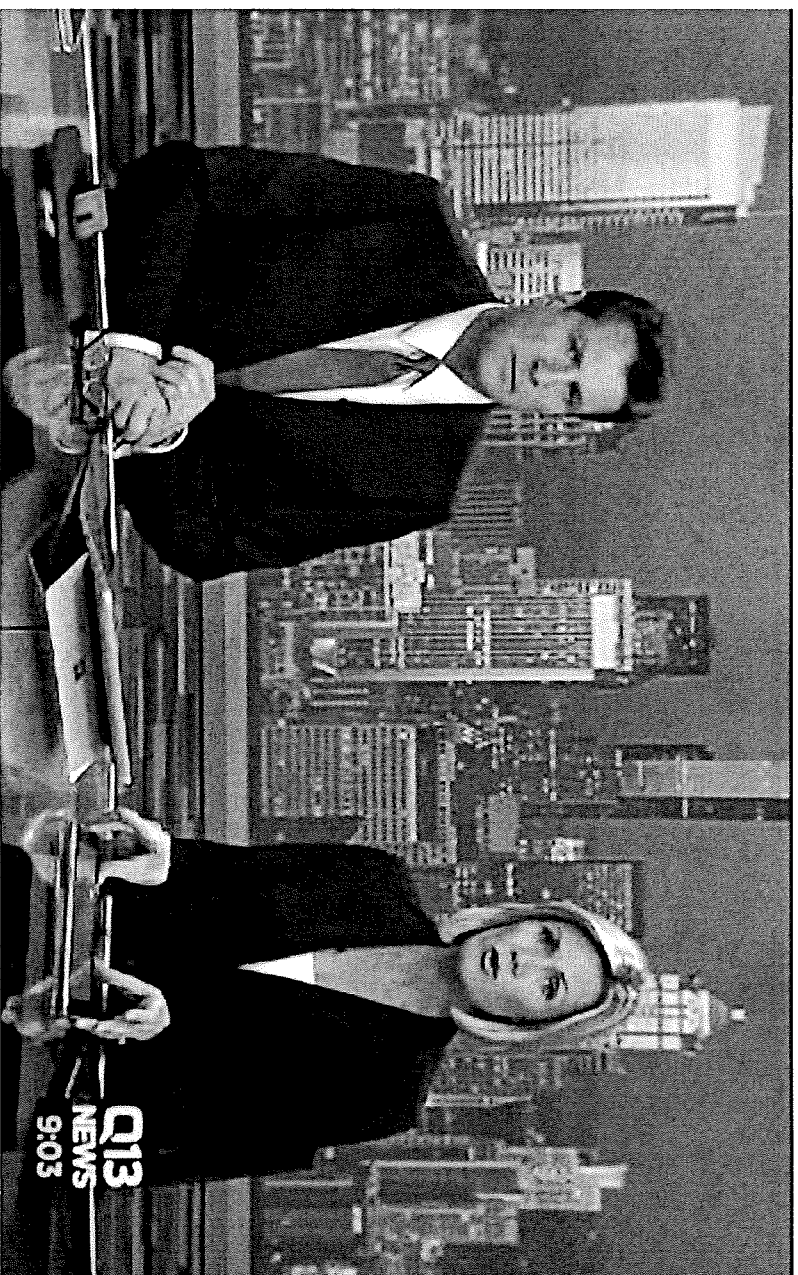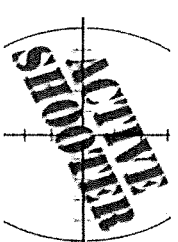
## Purpose

To document the steps to recover critical business function technological components.

## Application

Disaster Recovery Plan will be invoked simultaneously when Business Continuity Plans are activated.
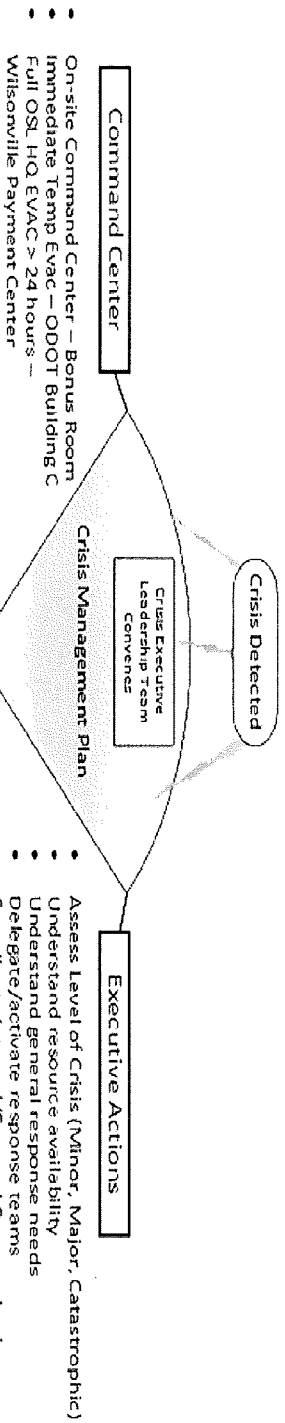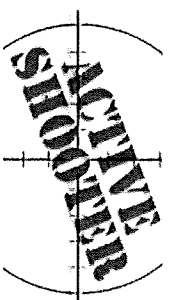
- Example: Which systems are necessary for different durations of outages

# Putting It All Together

What immediate actions need to be taken?

# Crisis Management In Action

**ACTIVE SHOOTER**

**Crisis Detected**

## Command Center
- On-site Command Center – Bonus Room
- Immediate Temp Evac – ODOT Building C
- Full OSL HQ EVAC > 24 hours –
- Wilsonville Payment Center

**Crisis Executive Leadership Team Convene**

**Crisis Management Plan**

## Executive Actions
- Assess Level of Crisis (Minor, Major, Catastrophic)
- Understand resource availability
- Understand general response needs
- Delegate/activate response teams
- Coordinate Internal/External Communications

**Activate Response Teams and Make Recommendations**

**Crisis Declared**

**Invoke Disaster Recovery Plan As Directed**

IT Business Unit

**Crisis Response Teams**

**Invoke Business Continuity Plan As Directed**

All Business Units

| Response Team | Responsibilities |
|---|---|
| Legal | Statutory Compliance & Legal |
| F&A | Crisis Accounting (Costs & Expenditures) |
| PR | Crisis Communications |
| HR | Human Impact / SAIF Claims |
| Security | Emergency Response |
| Facilities | Site Repair & Site Recovery |

# Incident Command
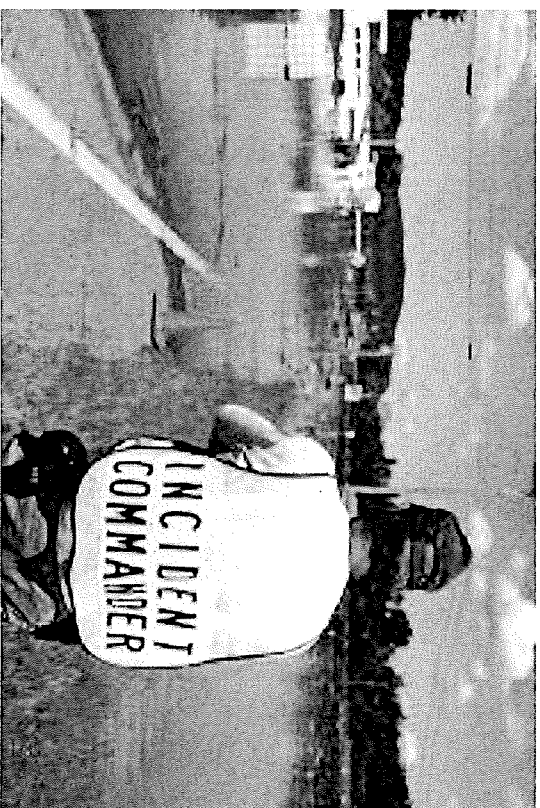
# ORGANIZATION CRISIS COMMAND STAFF



ICS Model

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- COMMAND
- PLANNING
- LOGISTICS and F/A
- OPERATIONS

Crisis Model

- BUSINESS OPERATIONS (CMP/BCP/DR)

Incident Commander ((Director))

Deputy Incident Commander

Command Center Scribe

Liaison Officer

Crisis Management Tactical Liaison

Public Information Officer Information Technology Officer (CIO)

Logistics Officer

Business Continuity Plan Officer

BCP Coordinator

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# INCIDENT COMMAND SYSTEM (ICS) STAFF



COMMAND

PLANNING

LOGISTICS and F/A

OPERATIONS

Crisis Management
Tactical Liaison

Liaison Officer

Public Information
Officer

Command Center
Scribe

Safety Officer

Logistics Officer

Incident
Commander
(Director)

Deputy Incident
Commander

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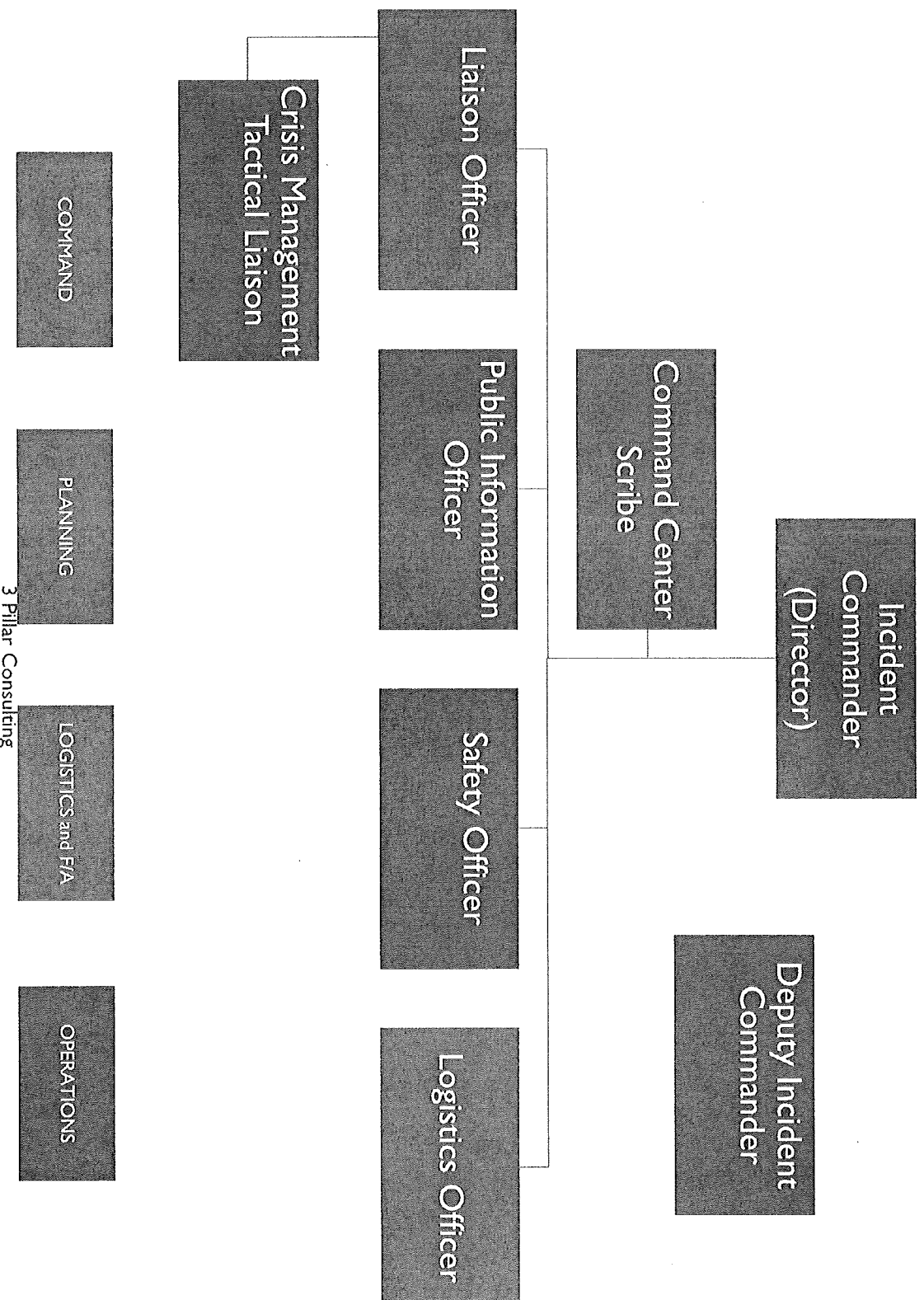
# CRISIS COMMAND SYSTEM STAFF

Crisis Management
Tactical Liaison

Incident
Commander

Disaster Recovery
Officer

Deputy Incident
Commander

Business
Continuity Officer

BCGO Backup

BCP Coordinator

## ICS Model

| COMMAND |
| PLANNING |
| LOGISTICS and F/A |
| OPERATIONS |

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## Lottery Model

| BUSINESS OPERATIONS (CMP/BCP/DR) |
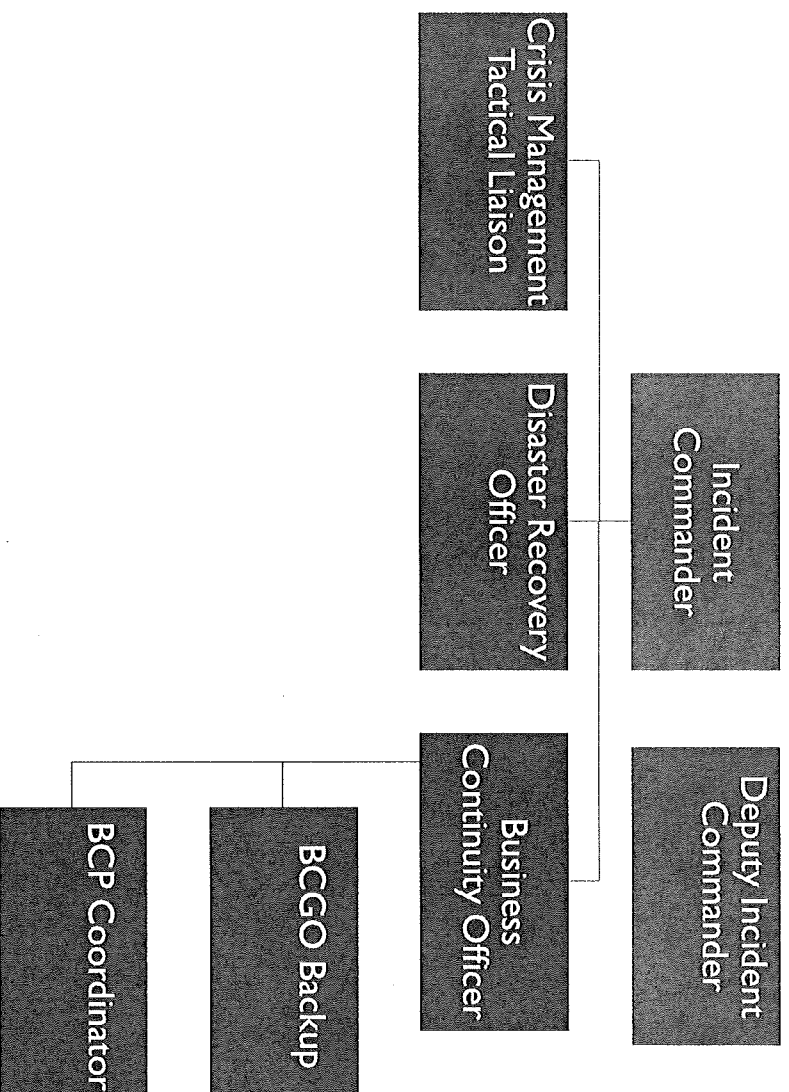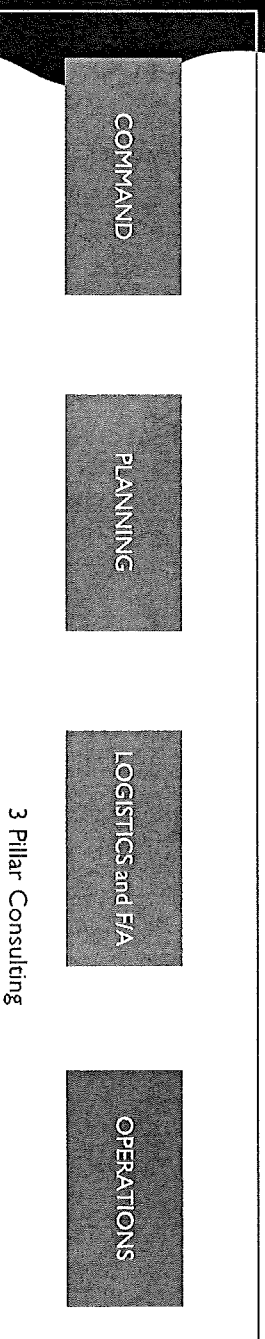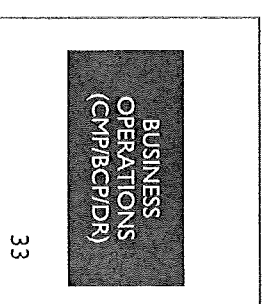
Governance

# Continuity Program Program Governance

**Executive Leadershi p Team**

**Working**

**Enterpris e**

Executive Support & Decision Authority

Program Oversight & Continuous Improvement

**Crisis Management Planning**

**Business Continuity Planning**

**Disaster Recovery Planning**

**Policy & Procedure**

**Human Resource Management**

**Enterprise Risk Management**

**Training & Awareness**

**Contract Management**

**Communication s**

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Questions?