

Comprehensive Crisis Preparedness Program Framework for Meetings

Strategic Actions
1. Integrate crisis management into meetings department statements of purpose.
2. Include crisis management as part of the organization's strategic meetings management program.
3. Form a crisis management external advisory committee including people from outside the organization (e.g., meeting destination and facility representatives, consultants, attorney, insurance representative, law enforcement, etc. as appropriate).
4. Establish a crisis management training and education program for meetings department staff, executive staff, and other organizational staff who will be on-site at meetings.
5. Test the crisis management plan with simulations (e.g., tabletop exercises).
Technical and Structural Actions
6. Form a crisis management team, including both long-term and event-specific internal personnel as indicated by the threat and vulnerability assessment.
7. Dedicate a budget to crisis management activities as needed.
8. Review, evaluate, and update the crisis plan as needed (e.g., before each meeting, to reflect changes in regulations or laws, after crises have occurred).
9. Identify and inventory internal resources and capabilities (e.g., personnel skills, equipment, training, etc.).
10. Designate an on-site crisis operations center and an alternate crisis operations center for each meeting.
11. Establish a working relationship with outside experts and consultants in crisis management as needed to supplement internal resources.
12. Ensure that there is an off-site data back-up system and data privacy program for critical meeting data.
13. Create a written crisis management plan for each meeting.
14. Integrate crisis management into the planning and management process for meetings.
15. Create a strategy for minimizing the impact of a crisis on meetings.
16. Discuss crisis preparedness and response capabilities with meeting facilities, destination representatives, and other suppliers and address these in event facility documents, such as RFPs, site selection checklists, and contracts.

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17. Develop and coordinate the meeting crisis management plan with key external stakeholders such as meeting facilities and vendors.
18. Develop methods to inform meeting attendees about appropriate crisis prevention and response measures (e.g., emergency contact information, collecting medical emergency information on registration forms, posting and announcing evacuation routes, etc.).
19. Develop an incident command system supported by a staff organizational chart to direct, control, and coordinate crisis response (ICS includes command, operations, planning, logistics, and finance/administration roles).
20. Ensure that the crisis plans for meetings properly integrate into any crisis and/or business continuity plans for the entire organization.
Evaluation and Diagnostic Actions
21. Review internal meeting documentation and procedures (e.g., such as registration forms, travel policies, RFP processes, etc.) and modify as needed to include crisis preparedness.
22. Conduct a legal and financial threat, vulnerability, and capability audit for each meeting.
23. Review insurance with insurance representative and modify coverage as needed to address crisis contingencies.
24. Conduct a threat and vulnerability assessment for each meeting.
25. Conduct a capability assessment to determine the external resources available in the meeting destination and venue to respond to a crisis.
26. Monitor meeting threats and vulnerabilities and have a system for addressing early warning signals.
27. Implement a process for tracking and learning from past crises or near crises.
Communication Actions
28. Conduct media training with meeting and executive staff.
29. Communicate information about large meetings with local law enforcement and emergency response entities (e.g., police, fire, etc.) as well as the destination representative (e.g., convention and visitors bureau, tourism bureau).
30. Establish an emergency communication system for communication within staff (on-site and at the office), and with vendors, venue, and destination representatives to be used in the event of a crisis.
31. Establish a communication plan for external communication in the event of a crisis (e.g., with members, meeting participants, their families, etc.)

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Psychological and Cultural Actions
32. Increase visibility of meetings department's commitment to crisis management.
33. Establish or improve relationships with oppositional or risky groups (e.g., activist, striking, or picketing groups), as appropriate.
34. Improve crisis management communication to top management.
35. Improve crisis management communication to all staff in the meetings department as well as those outside the meetings department who will be on-site.
36. Communicate the importance of crisis management to all staff in the organization.
37. Improve crisis management communication to meeting participants.
38. Provide training to the organization's staff regarding the human and emotional impacts of crises.
39. Identify appropriate psychological services for staff and/or attendees to call upon in the event of a crisis (e.g., grief counseling, stress/anger management).
40. Conduct post-event and post-crisis reviews with staff and other stakeholders as part of an overall crisis preparedness program evaluation.

Risk Management

5 Things You Can Do to Protect Your Meetings, Your Attendees, and Your Organization

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Learning Objectives

- Describe the state of crisis preparedness in the meetings industry.
- Explain the crisis management framework.
- Identify five crisis management measures meeting professionals can implement.
- Provide case studies that emphasize the importance of crisis management.

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Setting the stage

Is being prepared for crises and emergencies important?

Do you have a crisis management program? Why or why not?

What do you worry about?

What are the top 1 or 2 risks that concern you for your meetings or meetings in general?



Defining Risk Management

1. Preparedness
2. Response
3. Recovery
4. Mitigation

Why Do You Need to Know About Risk Management?

- Professionalism
- Ethical Imperative
- Legal Duty
 - Duty of Reasonable Care
 - Foreseeability
 - Due Diligence
 - Negligent Failure to Plan



Crisis Preparedness Categories

1. Strategic
2. Technical and Structural
3. Evaluation and Diagnostic
4. Communication
5. Psychological and Cultural

What Are Planners Doing?

1. Off-site data back-up & privacy
2. Emergency communication system for staff
3. Address crisis preparedness in facility documents (e.g., RFPs, contracts)
4. Review insurance
5. Inform attendees

Biggest Deficiencies in Crisis Planning

1. Crisis management budget
2. Post-event and –crisis reviews
3. Integrate crisis plans for meetings with organization's crisis plan
4. Training & education for staff
5. Part of meetings department statement of purpose

Five Things You Can Do...

1. Have a Crisis Management Plan
2. Choose Wisely
3. Mitigate Risk & Liability
4. Call on Experts
5. Crisis Communications



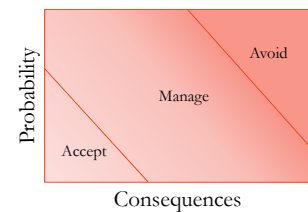
Have (and Use) a Crisis Management Plan



Risk Assessment & Analysis

You can't plan for everything...

- Risk Assessment
- Risk Analysis



Examples

- **Meeting**
 - ✓ Unveiling a new product
- **Destination**
 - ✓ History of terrorism, viral outbreak
- **Venue**
 - ✓ Threatened hotel worker's strike
- **Attendees**
 - ✓ Heavy drinkers, persons with disabilities
- **Program**
 - ✓ Controversial speaker or entertainer

Crisis Management Team

- **Long-term**
 - ✓ Responsible for planning and revisions of the plan, training
- **Event-specific**
 - ✓ Internal personnel
 - ✓ Venue
 - ✓ Destination
 - ✓ Vendors

Immediate Response

Evacuation

- Evacuate to where?
- How do you know if people got out?
- Assess health issues
- Get word to the office

Extended Response

Shelter in Place

- Evacuation isn't right for all emergencies
- Does the facility have adequate supplies for at least a 3-day shelter?

Extended Response

Command Center

- Identify decision-making group
- Equipped office from which to manage the crisis (and a backup location)
 - ✓ On-site at meeting
 - ✓ Back at the office

Budget Items

- Risk team meetings
- Security
- Training
- Consultants
- Insurance
- Other?



Staff Training & Certifications

- CPR
- AED
- First Aid
- Alcohol Awareness

American Heart Association
Learn and Live...

AED
Automated External Defibrillator




Staff Training & Drills

- Tabletop Exercises
- Drills
- Disaster Experience
- Case Studies




www.attainium.net

Choose Wisely



Choose Wisely

What questions do you (or should you) ask in an **RFP** or during a **site inspection** in order to choose the safest possible city, facility, or vendor?



Every day, 900 people in the United States will die from Sudden Cardiac Arrest.



Is your next meeting **CARDIOReady**?

<http://www.cardioready.com/>

Mitigate Risk & Liability



Contracts

- Define the risk
- Shift the risk
- Limit the risk



Swine Flu

- Many meetings in Mexico canceled in April-May 2009 due to fears about swine flu
- Spring 2010 incentive program canceled
 - Unable to promote it

NBTA Survey

- 61% of travel managers said they are canceling travel to Mexico
- 16% of those estimate losses greater than \$50,000

Is it *force majeure*? Can it be?

- U.S. Department of State
 - Travel alerts v. travel warnings
- World Health Organization
- Centers for Disease Control

Contract Clauses - Force Majeure

- Is the force majeure (termination, excuse of performance, acts of God, frustration of purpose) clause reciprocal?
- Does the list of acts beyond the control of the parties include strikes?
- Does the clause need to be customized for any specific occurrences?

Contract Clauses - Cancellation

- Does the contract cover cancellation by the facility (or vendor)?
- Are there any foreseeable circumstances that may cause the Group to cancel?
- Are cancellation damages reasonable and clearly spelled out?
- Is the cancellation timeframe reasonable?

Contract Clauses - Indemnification

Protects you if someone tries to hold you responsible for something that occurred due to someone else's actions or omissions.

Insurance

- Shift the risk
- Mitigate the financial risk



Types of Insurance

Commercial General Liability (CGL)

- Does your CGL cover you “temporarily off business premises?”
- Are there exclusions?
- Coverage limits - \$2M/\$4M

Event Cancellation

- Is it worth it for this event?
- Terrorism, earthquake extra

Call on the Experts




Hiring Security

- Does facility have sufficient security?
- Check with insurance
- Hire enough security
- Train and observe security
- Hire appropriate security

On-site Medical


- Does the facility require on-site medical personnel?
- Where is the nearest hospital/clinic?
- What medical equipment is available on-site?

Crisis Communications



Communication Center

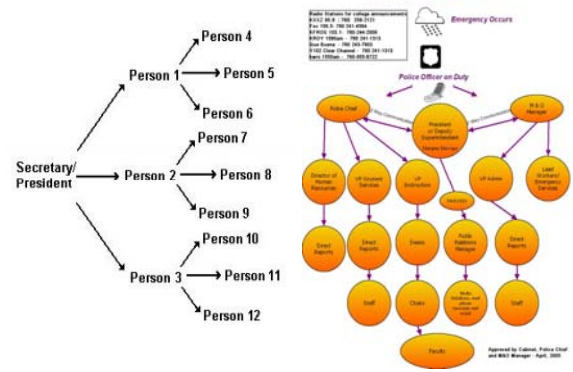
- Manage media
- Communications with office and attendee families, etc.
- Should be separate from Command Center



Communication

- Staff (on-site and at the office)
- Members/Customers
- Attendees
- Families
- Emergency response entities
- Media

Emergency Phone Tree



Media Management

Spokesperson

- Pick the right person for the situation
- Select someone articulate who inspires public trust
- Brief spokesperson on the themes
- Media train the spokesperson
- Identify who needs to be in the loop to sign off on communications

Be Safe.

Thank you.

