

# Auditing Emergency Management Programs

## Measuring Leading Indicators

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

## 1. Questions for you

- How many here are “Emergency Managers?”
- How many here are the only “Emergency” person in their organization?
- How many have been at this:
  - Less than 1 year?
  - Less than 5 years?
  - More than 10 years?
- How many have ample, dedicated E-funding?



## Emergency Personnel...

- Prepare for the worst & hope for the best, but realize that bad things happen to good people
- Are neither *glass-half-full* nor *glass-half-empty* people, because they know that unless they've planned for it
  - There may not be a glass
  - There may not be drinking water!
- Practice what they preach - Preparedness

## Emergency Management is like...

- Construction
  - Many different training backgrounds & skill sets
  - Knowledge, abilities & wisdom built up over time
  - Teams of “itinerant workers” show up at different sites when their talents are needed
  - Camaraderie of shared & challenging experiences, sorrow in times of shared loss
  - “Costs” are pre-calculated on “estimates” by others



## #2 Question for you

- Leading Indicators for effective Emergency Management Systems include:
    1. ...
    2. ...
    3. ...
    4. ...
    5. ...
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## The sky is falling!

- Emergencies happen - all the time
  - Emergencies that go beyond regular operational abilities to respond, ***require additional resources & a different approach***
  - After the emergency, extra-ordinary efforts are needed to establish a “new normal”
  - So, why do so many organizations wait until they have an emergency to prepare for one?
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### # 3 Question for you


Does your organization  
still think that  
emergency preparedness is  
***a waste of time?***



### Waste of time – *Really?!?*


- High windstorm caused extensive lower mainland power outages for 350,000+
- Commercial, industrial & retail locations were without electrical power for up to 40 hours
- How can anyone conduct business with
  - NO Internet
  - NO Telephone (VOIP or digital)
  - NO Lights, electrical heat or water pressure

## Lack of preparation - At what cost?

- Sales volume per day = 0 contacts
  - Customer visits/calls/orders = 0 received
  - Order handling, shipping = 0 processed
  - Customer service = +++ Frustration levels
  - Start-up/perishables = Waste/Replacements
  - Saturday/Sunday Event Impacted
    - Retail & Consumer Services, e.g. Grocery Stores
    - 24/7 Operations, e.g. Nursing Homes
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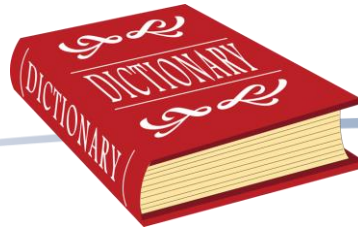
## # 4 Questions for you

Can you rationalize Emergency Preparedness

- Do managers in your organization consider emergency management part of their regular responsibilities?
  - Can you justify why operational monies should be allocated to emergency preparedness?
  - Do you know the cost of business losses by type of emergency when they affect your organization's operations?
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## v. “rationalize”

- to think about or describe something (such as bad behavior) in a way that explains it and makes it seem proper, more attractive, etc.
- to find ways to make (something, such as an industry, a company, etc.) waste less time, effort, and money




## We Measure Before Planning:


- To know more about
  - What could reasonably happen
  - Who & how much would be affected
  - What to do and who could do it
  - What might be needed & where it is located
  - Afterwards, how it could affect regular operations
- And if we're off a few degrees, in the long term, will it matter? **Yes!**




## Measuring Preparedness (Before)

- Hazard, Risk & Vulnerability Analysis
    - What can impact us?
    - When & how much, and to what effect?
  - Prevention & Mitigation
    - Can we outright prevent this?
    - Can we reduce impact, frequency and/or severity?
  - Preparedness
    - What is our authority? Who is involved?
    - What is our plan? Who is responsible for what?
    - How do we communicate what we need to know?
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## Measuring Preparedness (After)

- Response
    - Do we have the personnel & equipment we need?
    - Can we get additional resources when we've exceeded our own abilities?
    - What would have "made the difference" if only...?
  - Recovery
    - How do we set realistic goals & recognize gains?
    - Can we see and accept the new "here & now?"
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## # 5 Question for you


- How many of you followed this familiar path in preparing, presenting & implementing your Emergency Preparedness Program:
    - HRVA (All Hazard)
    - Prevention & Mitigation
    - Preparedness
    - Response
    - Recovery
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## What about your Annual Budget?


- Organization Culture & Governance Structure
    - Sets priority level & “status” of Program
    - Legislative & Regulatory Obligations
    - Maturity & History
  - Personnel & Project Funding
    - Planning, Creation & Development Phase
    - Implementation & Maintenance Phase
    - Post-Emergency Phase
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## So Why Measure After Planning?

- Are annual targets & goals clear?
  - Who sets & measures these goals?
  - Are we meeting our goals?
    - Do those who have a role know what it is?
    - Are they meeting assigned responsibilities?
    - Are activities effectively focused on top priorities?
    - Are activities effective?
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## Measurement Matters

- Can you lend me some money?
  - Loan me \$2 for coffee? I left my wallet in my desk & I'll repay you once back in the office
  - We need to have more Emergency Plan support
  - 3 of 4 Facility Emergency Plans are not compliant with legislation, and 2 are scheduled for audit by the Regulatory authority. Estimated cost to meet compliance = \$2,300.00 per plan over 1 Quarter.
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## Measure in 5 Key Areas



## Audit = Formal Measurement

- Formalized measurement tool that triangulates data acquisition to reduce subjectivity:
  - Documentation Review
  - Observation of Activities
  - Interview of Representative Personnel
- Measurement is against known requirements
  - Standard of Practices
  - Emergency Plan


## Survey = Collaborative Measurement

- Semi-formalized measurement tool relying on participant's perception of organizational activities to ***measure the cultural state of preparedness***:
  - Documentation Review/Observation of Activities
  - Short question "interview" of affected Personnel
- Measurement is percentage of activity in key Emergency Preparedness' support areas
  - Management Practices
  - Pre-Event, In-the-moment, & Post-Event Support


## What? Audit not required?!

- What if Management Systems (of any kind) can be effectively measured by asking those within them ***how & where they're working?***
- What if perception measurement, using a survey instrument, is a defensible tool when measuring ***Leading Indicators*** of management system effectiveness?

## Institute for Work and Health

- January 2011 published findings from 2009 study of measuring “effective” safety management systems against industry records
    - 808 questionnaires were distributed
    - 642 questionnaire results vs. Track Record
    - Identified Organizational Performance Metric (OPM) within workplace safety sector (8 questions)
  - Correlation of Leading Indicators & Companies that effectively prevented & managed loss
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## OPM in Emergency Management

- Are the same leading indicators measurable in Emergency Management?
  - Does your organization know what it needs to be prepared for emergencies that overwhelm normal operational capacities?
  - As their “go-to” Emergency Manager, can you identify the “**O**ptimal **P**erformance **M**etric” as it exists in your organization?
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## Measure Leading Indicators

Effective Management Systems are measured and improved where needed:

1. Management Commitment (3)
2. Instruction & Training
3. Authority & Accountability (2)
4. Supply of Tools, Equipment & Logistics
5. Recognition & Support



## Leading Indicator Activity by %

1. Capability is regularly reviewed
2. Everyone values system improvement
3. As important as Safety, Productivity, Quality
4. Workers/Supervisors instructed & trained
5. Active involvement in decision-making
6. Authority to make needed changes
7. Personnel receive positive recognition
8. Everyone has needed tools, equipment & logistical support

## Focus on Real Needs

By asking focused questions of those who stand the most to lose, together you will:

- Identify what's working & what's not
- Discover what's missing
- Learn what's taking up too much time & effort
- Build a stakeholder-driven & stakeholder-supported business case for improvements to your organization's Emergency Preparedness



## Thank you

- Heather Tomsic, IP, MEd., CRSP, CHSC, CHRP
- Recommended Resources
  - *“Benchmarking organizational leading indicators for the prevention and management of injuries & illnesses, Final Report January 2011”*
    - *“Safety at Work, Issue 77; Summer 2014,”* IWH publication.
  - Institute for Work & Health
    - <http://www.iwh.on.ca/>
  - Emergency Management BC (EMBC)
    - <http://www.embc.gov.bc.ca/index.htm>