Crisis Management

Crisis Management

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Agenda

- Introduction
- Why do I need crisis management?
- Definitions
- Crisis Management Programme
- Conclusion

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Introduction

- Marc Vael
- Managing Director Valuendo (July 2001)
- Education
  - Master Applied Economics UA
  - Master Information Management UHasselt
  - Master+ Applied Economics & ICT KUL
- Specializations
  - Information Security Management
  - Business Continuity Management
  - Privacy
  - IT Compliance
- Certifications
  - CISA / CISM / CISSP / ITIL Service Manager

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Introduction

• Every organization = depends on information & information systems to carry out its mission/objectives
• Every organisation should
  • identify & assess risks to systems & information
  • reduce risks to acceptable level.
  • be aware of residual risks
• New previously unidentified threats = will appear
• Total protection = impossible
• Preparation = key
• Learning from past information security crisis & ways dealt with them = key

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Why do I need crisis management?

Proper crisis management helps to:

1. Identify relevant risks
2. Detect + Report + Analyse information security crisis rapidly
3. Respond consistently to information security crisis to minimize loss & destruction, including activation of appropriate safeguards for prevention & reduction of, & recovery from, impacts
4. Restore operations rapidly.
5. Learn from information security crisis & be better prepared for handling future crisis
6. Improve information security crisis management approach
7. Reduce adverse business impacts caused as consequence of information security crisis
8. Strengthen information security crisis prevention focus
9. Strengthen prioritization & evidence

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Why do I need crisis management?

Proper integrated crisis management helps to:

10. Contribute budget & resource justifications
11. Improve updates to risk analysis & management results
12. Provide enhanced information security awareness & training program material
13. Provide input to stronger information security
14. Protect health & safety of clients, employees and environment
15. Safeguard freedom to market current & future products and brands
16. Defend corporate reputation
17. Secure credibility & trust of key audiences
18. Dealing properly with legal & regulatory issues that may arise during crisis.

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Definitions : Incident

Any event

- **which is not part of the standard operation of a service**
- **which causes, or may cause, an interruption to / a reduction in the quality of that service**

Incident Management – series of actions taken to identify, analyze and correct incidents.

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Definitions: Crisis

A major, unpredictable situation of danger / difficulty at an organisation that

- Attracts widespread adverse attention & publicity
- Damages reputation of organisation and/or at corporate level and/or its brands/products
- Disrupts normal business operations
- Damages financial performance or put its business goals at risk

An emergency triggered by incident.

Crisis Management – series of actions taken to gain control of event quickly to minimize effects of interruption & prepare for recovery

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Definitions: Crisis

BELGIUM : Royal Decree (KB 18/04/1998)

- **Crisis = an event that due to its nature or consequences**
  - **Threatens the vital interests of the country or the essential needs of its population**
  - **Requires an urgent decision**
  - **Requires a coordinated approach and resources from different departments & organisations**
- **In reality crisis situations are situations in which the social order, the democratic institutions, the security or the public order are endangered by disruption of public order (high risk manifestations, terrorist threats,…). It can deal also with disasters, catastrophes or emergencies from a natural or industrial nature.**

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Definitions: Crisis

- **Crisis management = a discipline within the broader context of management.**
- **3 common crisis management elements:**
  - **(a) a threat to the organization,**
  - **(b) the element of surprise,**
  - **(c) a short decision time.**
- **The practice of crisis management involves attempts to eliminate technological failure + developing formal communication systems to avoid or to manage crisis situations**
- **Crisis management does not represent a failure of Risk Management, since it will never be possible to totally mitigate the chances of catastrophes occurring.**
- **Crisis is also a facet of risk management**

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Definitions: Disaster

A situation,

- where normal security & emergency procedures are insufficient
- where vital areas & activities are threatened or lost, and
- where the consequences are dramatic and chaotic (unpredictable)

Any severe disruption or destruction of functioning of activities within an organisation causing (widespread) human, material, economic and/or environmental loss exceeding the ability to cope using its own resources

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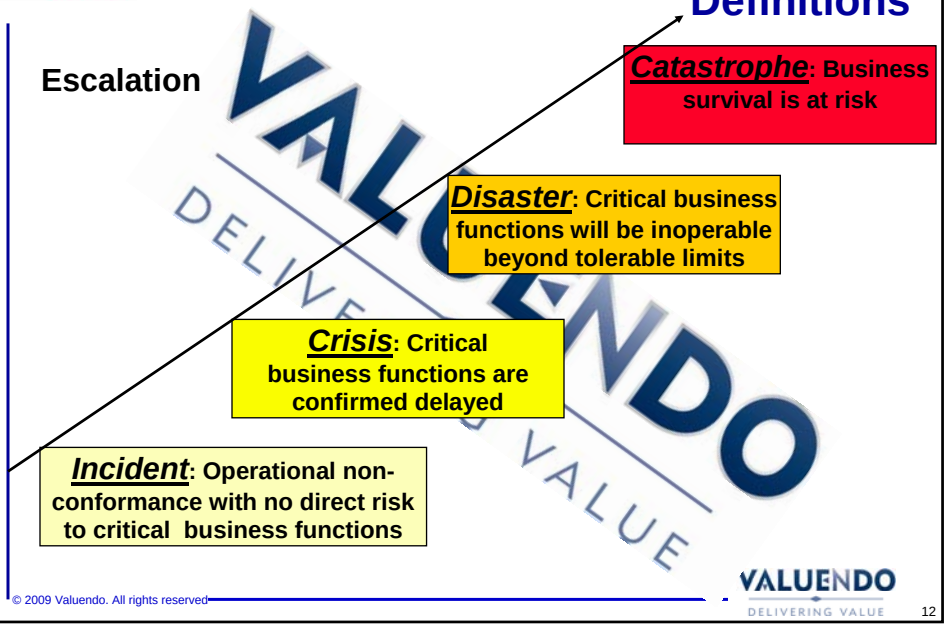
Definitions



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Crisis Management Programme

- KEY QUESTION :

Who owns the crisis?

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Crisis Management Programme

- KEY QUESTION :

RACI Chart

Activities	CEO	CFO	Business Executive	CIO	Business Process Owner	Head Operations	Chief Architect	Head Development	Head IT Administration	PMO	Compliance, Audit, Risk and Security	Service Desk/ Incident Manager	
Create classification (severity and impact) and escalation procedures (functional and hierarchical).				C	C	C	C	C	C		C	A/R
Detect and record incidents/service requests/information requests.												A/R
Classify, investigate and diagnose queries.				I		C	C	C			I	A/R
Resolve, recover and close incidents.					I	R	R	R			C	A/R
Inform users (e.g., status updates).				I	I							A/R
Produce management reporting.	I			I	I	I			I		I	A/R

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Crisis Management Programme : Preparation

PREPARATION

- Key consideration
- One of first tasks = develop definition of term “crisis” => clear scope
- When crisis happens = too late to begin planning response.
- Organization’s ability to react swiftly & effectively to crisis = *managed* process.

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Example Potential Crisis Scenario’s

- **Product/Service-related crisis**
- **Site-related crisis**
- **Corporate-level crisis**
- **People-related crisis**

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ISCMT

Information Security Crisis Management Team

team of appropriately skilled & trusted members of organization, which will handle information security crisis during their lifecycle.

At times this team may be supplemented by external advisors providing specialist expertise in those business areas that are potentially affected or will become involved in managing specific crisis.

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ISCMT

- **ISCMT Leader**
  - Ultimately responsible for all decisions & content of all communications
- ISCMT leader will:
  - Chair all meetings, if and when possible
  - Agree on & approve key messages
  - Inform & brief industry associations
  - Has final responsibility for all decisions & communications
  - Empowers & supports ISCMT Co-ordinator
  - Decides when ISCMT & other teams will be disbanded
  - Evaluates crisis management & provides recommendations for possible adjustments to crisis manual

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ISCMT

- **Crisis Management Coordinator**
  - Acts as chief of staff & will normally be first point of contact. Manages all information & ensures coherence of core team's actions
- Crisis Management Coordinator will:
  - Alerts ISCMT team & ensure they are quickly available
  - Communicates with co-ordinators, if appropriate
  - Collates, analyses and displays all incoming information, showing separately information that is/is not in public domain
  - Identifies information gaps & inconsistencies, and make sure these are filled or resolved
  - Co-ordinates dissemination of all information
  - Nominates spokespersons according to magnitude/ type of crisis
  - Logs (writing & reporting) key events & decisions

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ISCMT

	R	A	C	I
Executive or senior management				
Executive or senior business manager accountable for BCM within the organization				
Business continuity manager				
Operational middle management				
Operational supervisors and staff				
Professional BCM practitioner				
Emergency services				
Local authority emergency planning				
Health and safety				
Risk management (all types)				
Training and development				
Human resources				
Audit/assurance				
Regulatory				
Legal				
Finance				
Telecommunications				
Technology				
Facilities/property management				
Suppliers of specialist BCM resources and services (internal or outsourced providers)				
Insurance				
Security				
Communications and public relations				
Unions and staff associations				
Commercial services management				
Relationship management				
Subject experts (where appropriate)				

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Domain	Department	Incident Management Team	Department Director	Crisis Management Team	Disaster Management Team
Product / Service related incidents	Regulatory	Responsible Manager	Regulatory Director		
	Operations	Operations	Operations Director		
	Logistics & Commercial	Order Desk	Finance Director		
Site related incidents	Data Center	IT Helpdesk	Logistics, IT and Procurement Director		
	Human Safety & Security	Safety Manager	HR Director	Crisis Management Coordinator	Business Continuity Management Coordinator
	Facilities & Procurement	Facilities Helpdesk & Facilities Manager	Logistics, IT and Procurement Director		
Employee related incidents	Ethics	Ethical Compliance Committee	Chair of Ethical Compliance Committee		
	HR	HR Manager	HR Director		
	Finance	Financial Controller	Finance Director		
External related incidents	Legal	Legal	Legal Director		
	Public Affairs	Public Affairs	Public Affairs Director		

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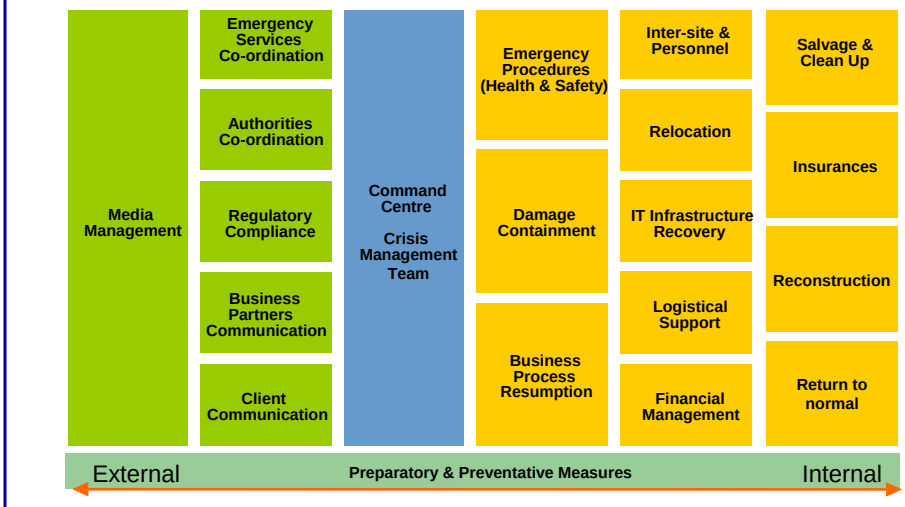

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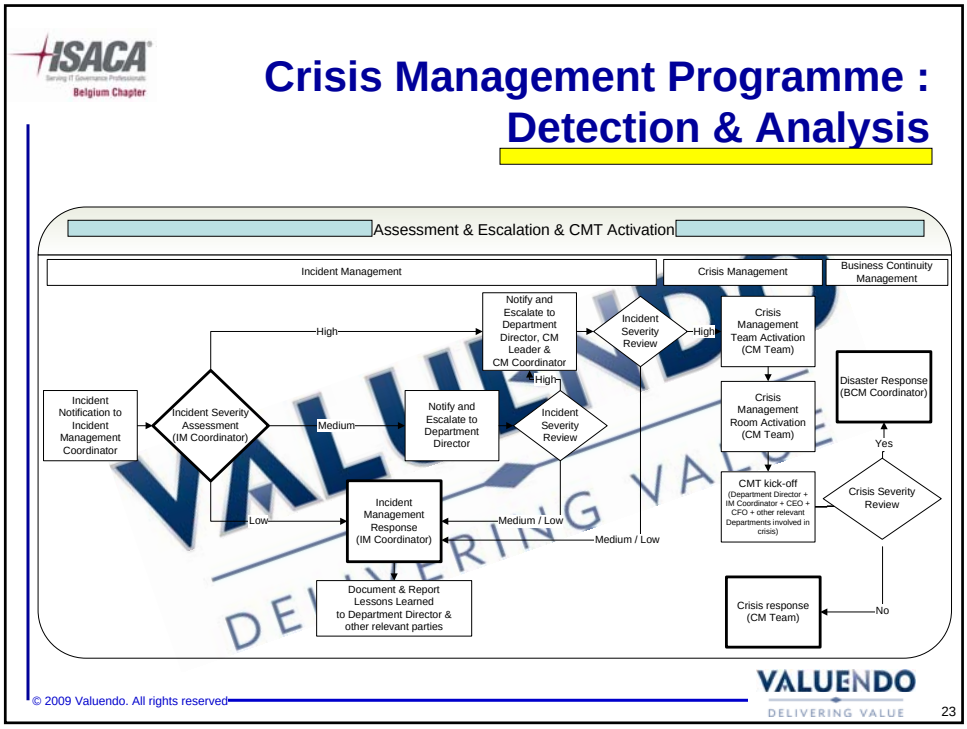

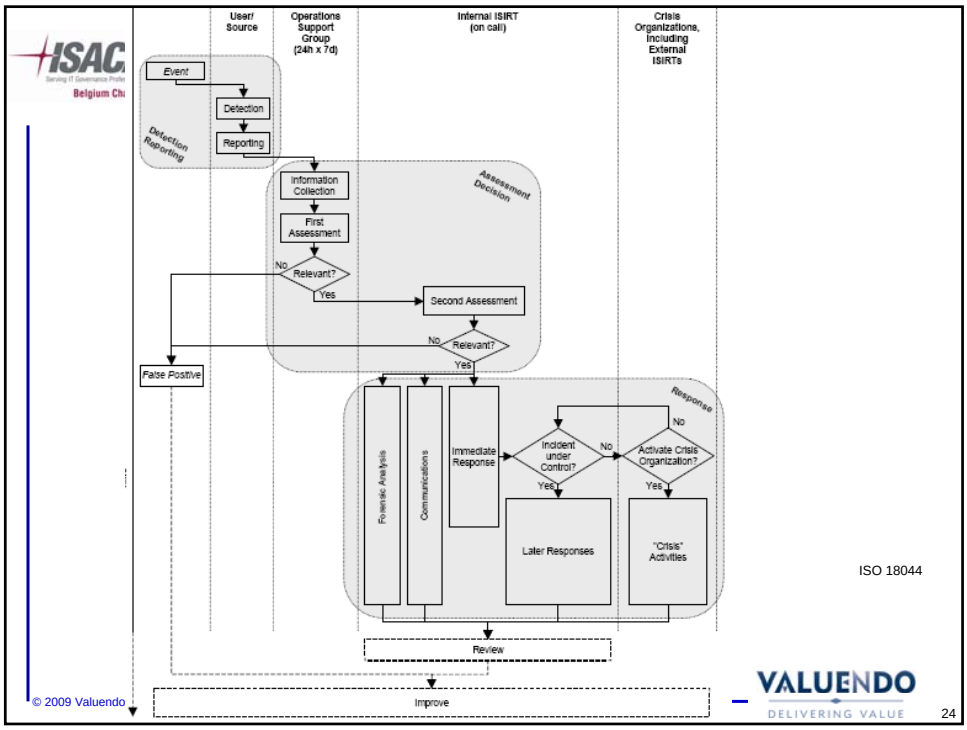

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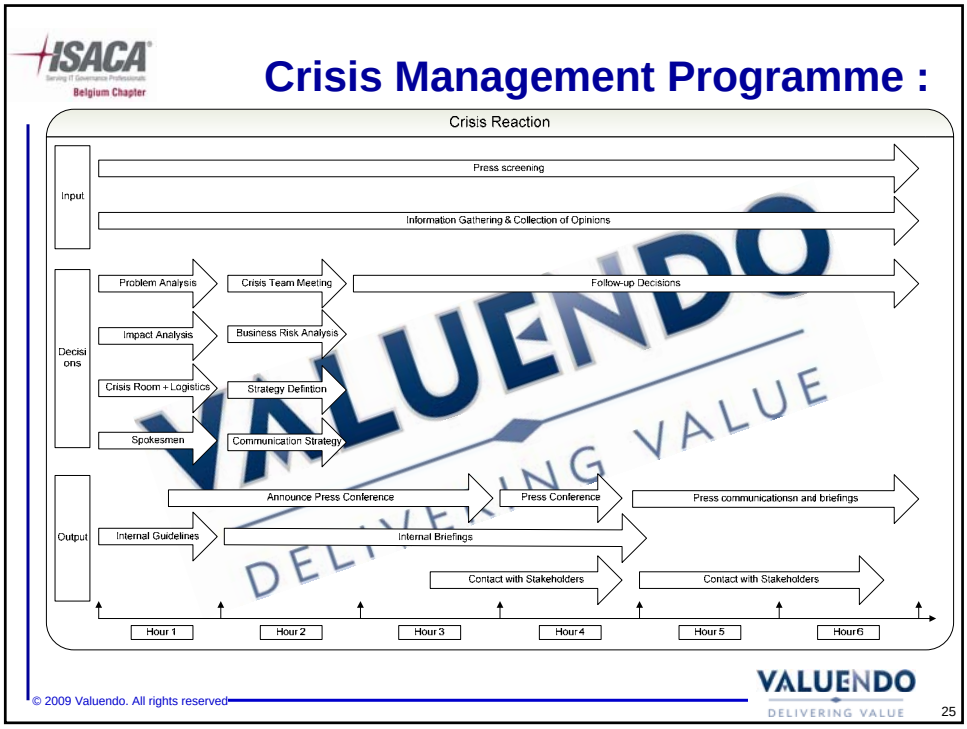

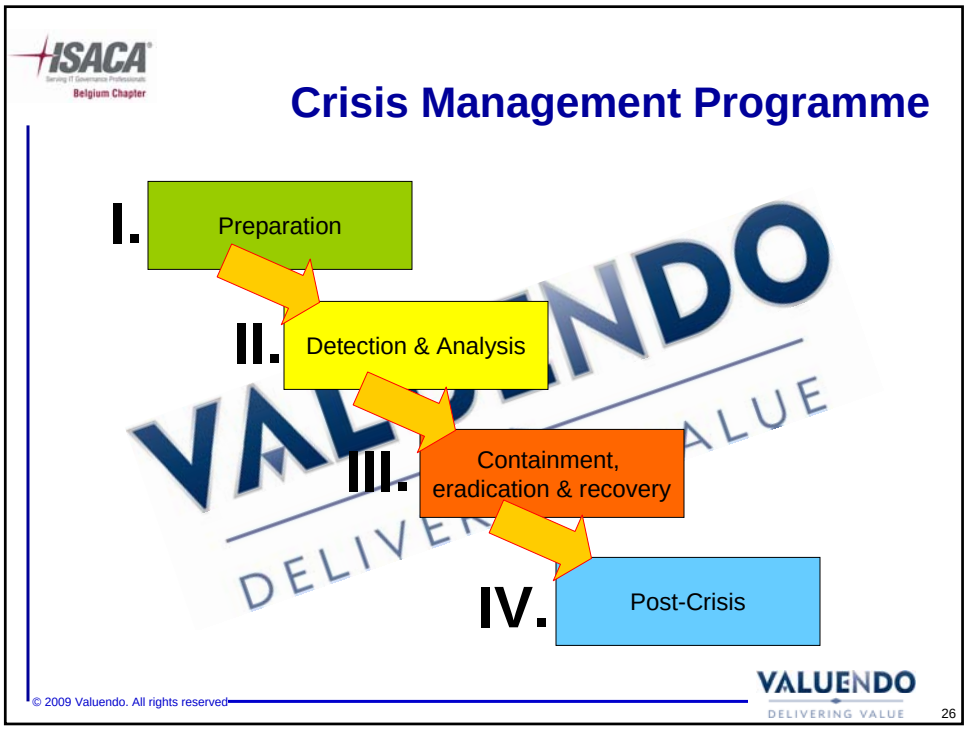

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Conclusion

- Top management sign-off & support
- Involve all interested parties
- Base on risk management
- Plan & Test ahead, as much as you possibly can
- Total protection = impossible
- Preparation = key
- Learning from past = key

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