

CRISIS MANAGEMENT TRAINING

FOR INDIVIDUALS

A Part of the UNDERSTAND Training Program



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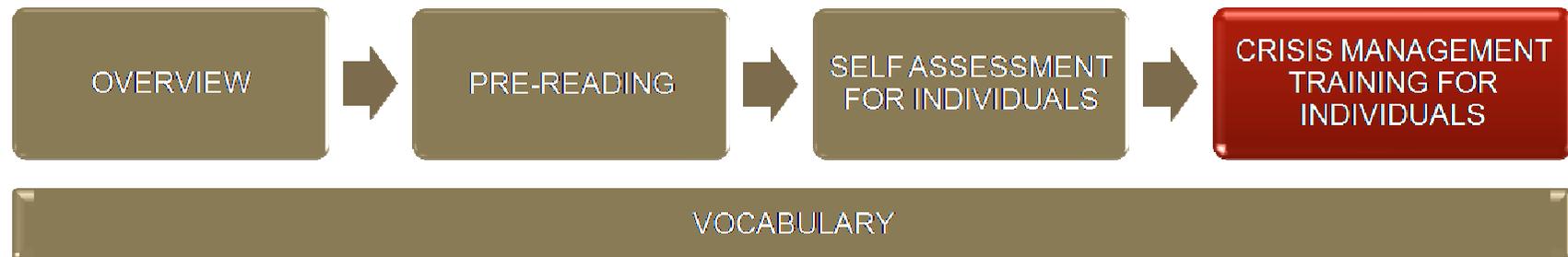
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The UNDERSTAND Training Program

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- This Crisis Management Training for Individuals is a part of the UNDERSTAND Training Program
- The program consists of four stand-alone but interconnected modules



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Why are we here?

3

The objective of this training is to create...

...a common level of understanding...

...of Crisis Management...

...for individuals...

...at Transmission Service Operators
across Europe.



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Primary principles

The UNDERSTAND Training Program is based on 3 principles

1. Individual Capabilities

- The individual's intrinsic motives to learn and take responsibility

2. Best Practice

- The concept of international Best Practice as a base for theory

3. Energy as Critical Infrastructure

- The energy sectors responsibility as one of the most important service providers for the community, in conjunction with the development of Critical Infrastructure Protection (CIP)



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Presentations

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- Presentation of the trainer
- Presentation of the participants



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Expectations

6

- What are your expectations on the Crisis Management Training for Individuals?



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Contents of the training

7

DAY 1

Theory session 1-4

Tabletop exercise 1

DAY 2

Theory session 5-8

Tabletop exercise 2

Theory session 9
and summary



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Theory sessions

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1. When the Unforeseen Happens

2. Incident Preparedness

3. Preparatory Measures

4. Immediate Actions

5. Managing the Incident

6. Communication Management

7. Human Resource Management

8. Recovery and Return

9. International Crisis Management and Industry Organisations



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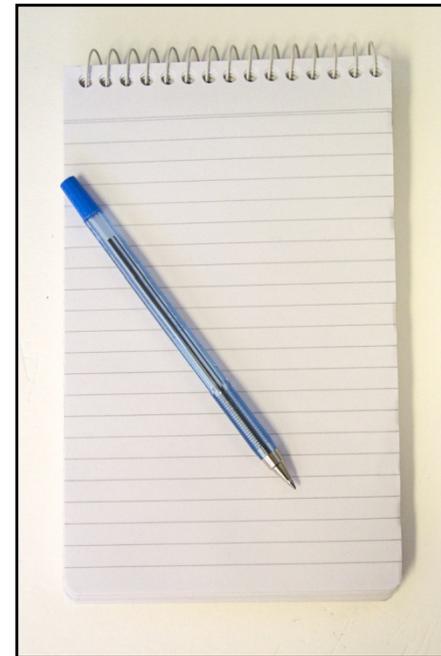
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Make your own list!

- Support your learning process by taking your own notes throughout the training!
- Try to come up with ideas, comments, and things to improve for yourself or within your organisation



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Photo: 4C Strategies

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1. WHEN THE UNFORESEEN HAPPENS



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What is your worst case scenario?

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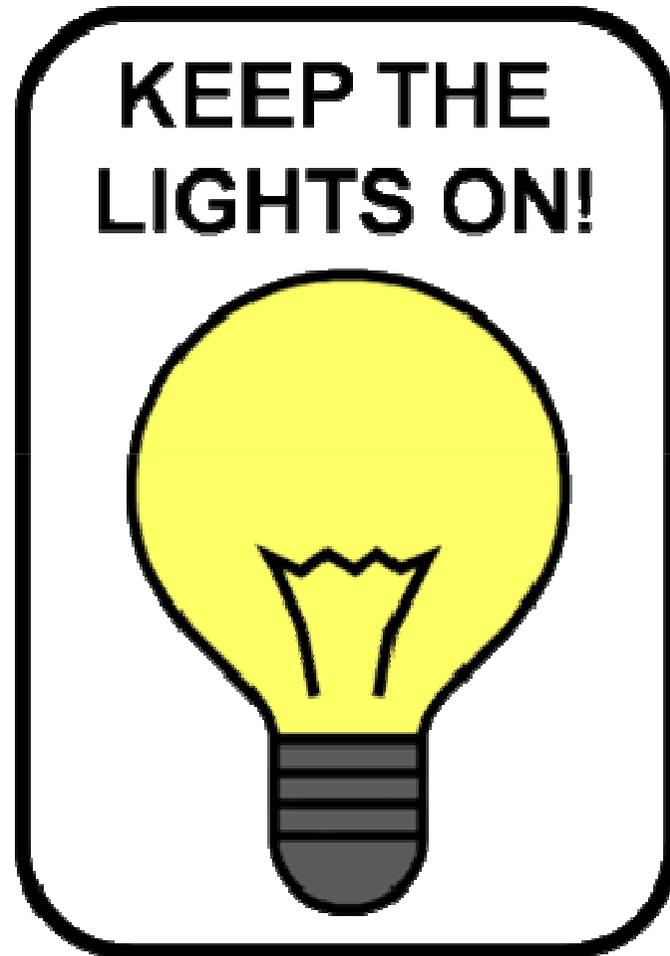
Photo: Svenska Kraftnät, EPS

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What is your overall objective?

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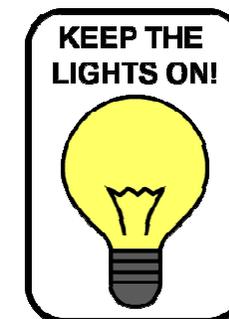
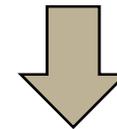
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Consequences?

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- There are many reasons to always “keep the lights on”
- Terrorism and other threats are not constrained by international borders, nor sectors
- What would be the consequences of a major electricity disruptions, to other sectors and the society as a whole?
 - Transports?
 - Drinking water?
 - Waste disposal?
 - Mobile phone system?



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Source: PP EPCIP Madrid 070202 , Mats Ekeblom, Understand Whitepaper

Security of supply

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- Security of electricity supply can be defined as following:
 - "The ability of the electrical power system to provide electricity to end-users with a specified level of continuity and quality in a sustainable manner." (EurElectric 2004.)
- Security is thus defined in relation to the electrical power system's provision to the end-users. This has important implications:
 1. The basic purpose and social responsibility of all actors in the electricity industry is to provide electricity to the end user, not only to handle the actor's own responsibility.
 2. Security of electricity supply is only fulfilled once all elements of the electricity supply chain (primary materials, generation, transmission, markets, end-use) function properly



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Reference: White Paper

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Societal implications

15

- During interruptions, all electrical technology such as computers, appliances, lights and electric heating are of course unavailable. But there are also potential losses through knock on effects on other forms of infrastructure. Even short interruptions cause major problems with:
 - transport
 - communication
 - waste disposal
 - drinking water
 - sewage management
 - mobile phone systems



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Reference: White Paper

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Societal implications

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- Additionally, one should note that electricity interruptions directly affect the electricity infrastructure itself.
- There is an especially vicious circle between electricity and communications:
 - no electricity means difficulties for communication and
 - no communications means, in the contemporary context, difficulties for electricity.



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Reference: White Paper

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Societal implications

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- In addition to disruptions and other crises, the energy sector will also face the challenges of sustainable development
- The development and implementation of renewable resources is important not only to the environment, but for the survival of the industry



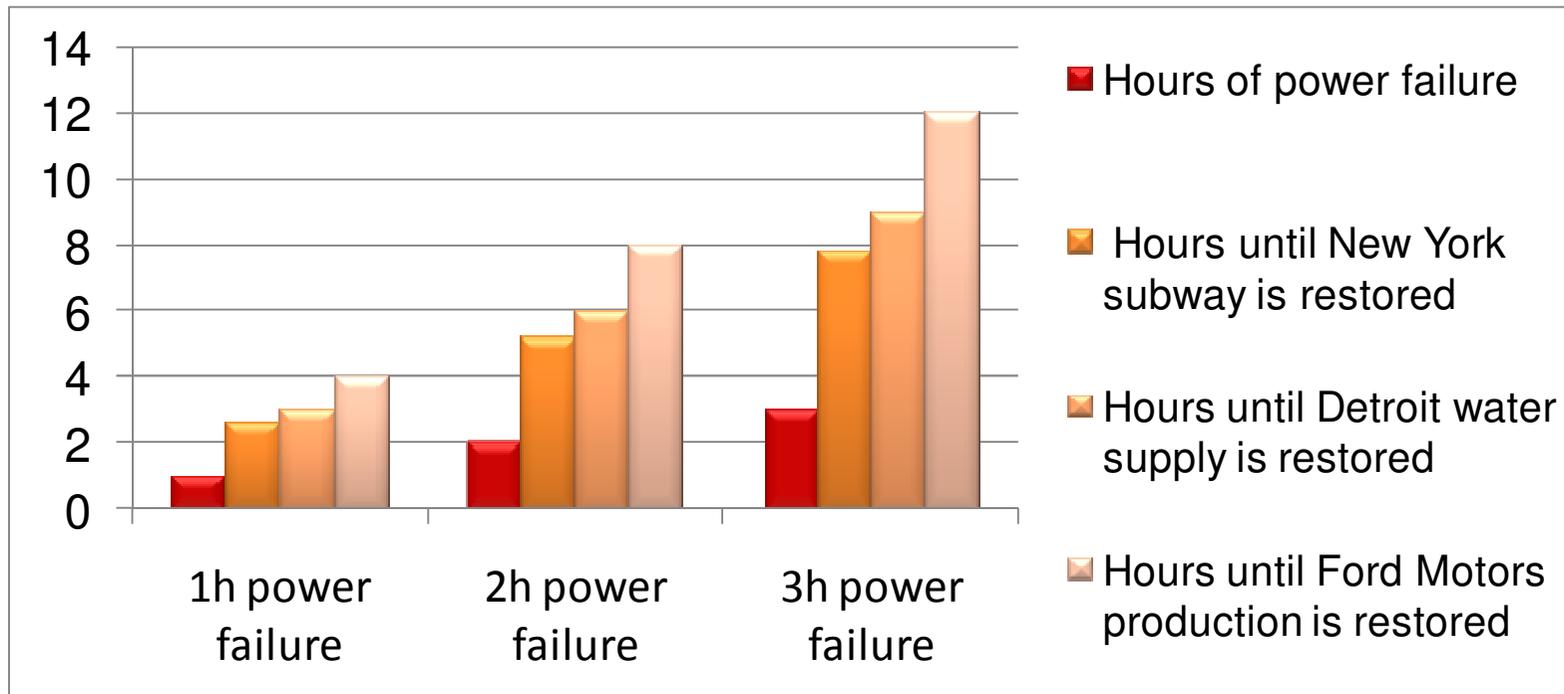
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CASE: Consequences

- During the power failure in USA/Canada in 2003 the time of interruption in other infrastructures was often much longer the power failure itself



Critical Infrastructure

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- Due to its' reliability, modern infrastructure is often taken for granted
- However, recent terror attacks in Europe have shown the vulnerability of infrastructure
- **Critical Infrastructure** are those assets, which, if disrupted, would have a serious impact on the economic or social well-being and security of member states



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Source: Understand Whitepaper

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Critical Infrastructure Protection

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- The European Union Program for Critical Infrastructure Protection (EPCIP) focuses on the security of vulnerable and interconnected infrastructures
- The Energy and Transport sectors are given high priority
- EPCIP takes a customer welfare perspective, extending factors such as public effect, economic, environmental, political, psychological effects as well as public health consequences
- Each member state is encouraged to establish a National Program
- **Do you know what has been done in your country?**



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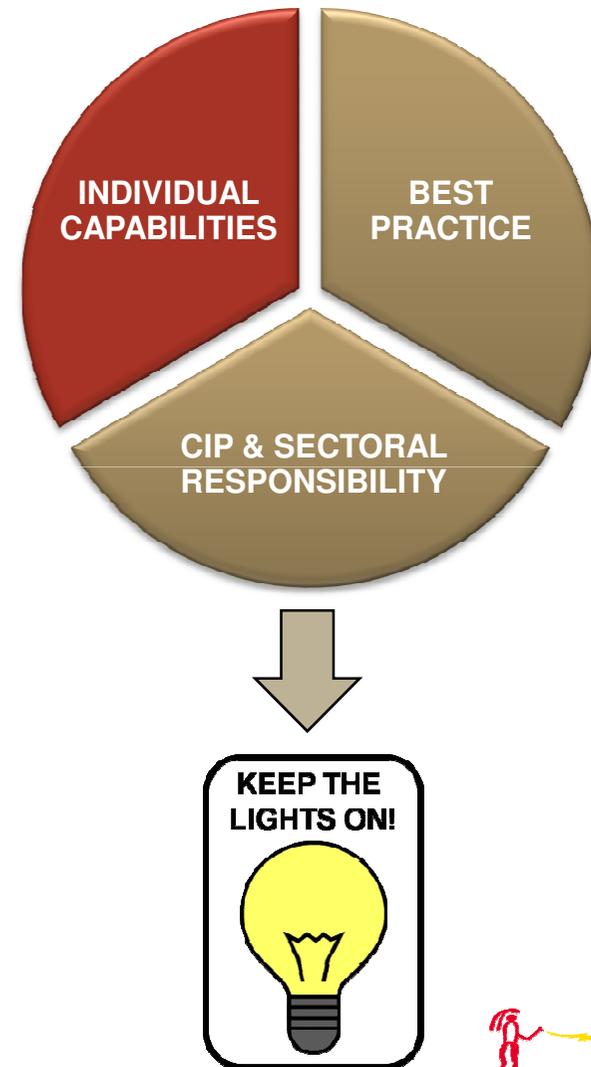
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Individual Capabilities

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- The overall strength of the industry lies in the intrinsic knowledge and competence of individuals
- Shared objectives and coherence among individuals is a fundamental key to efficiency and success in both day to day operations, and in emergency situations. This is achieved through:
 - Training
 - Interaction and communication
 - Self-awareness and the will to gain personal development



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Source: Understand Whitepaper

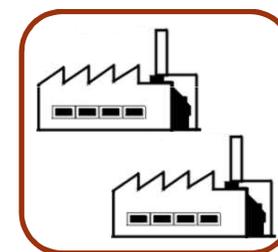
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How can we keep the lights on?

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- Risk Management
 - Awareness of the threats and hazards we are facing
- Operational Continuity Management
 - Knowing which our critical processes are and what we need to keep them going
- Incident Preparedness
 - Knowing what to do when a threat or hazard strikes



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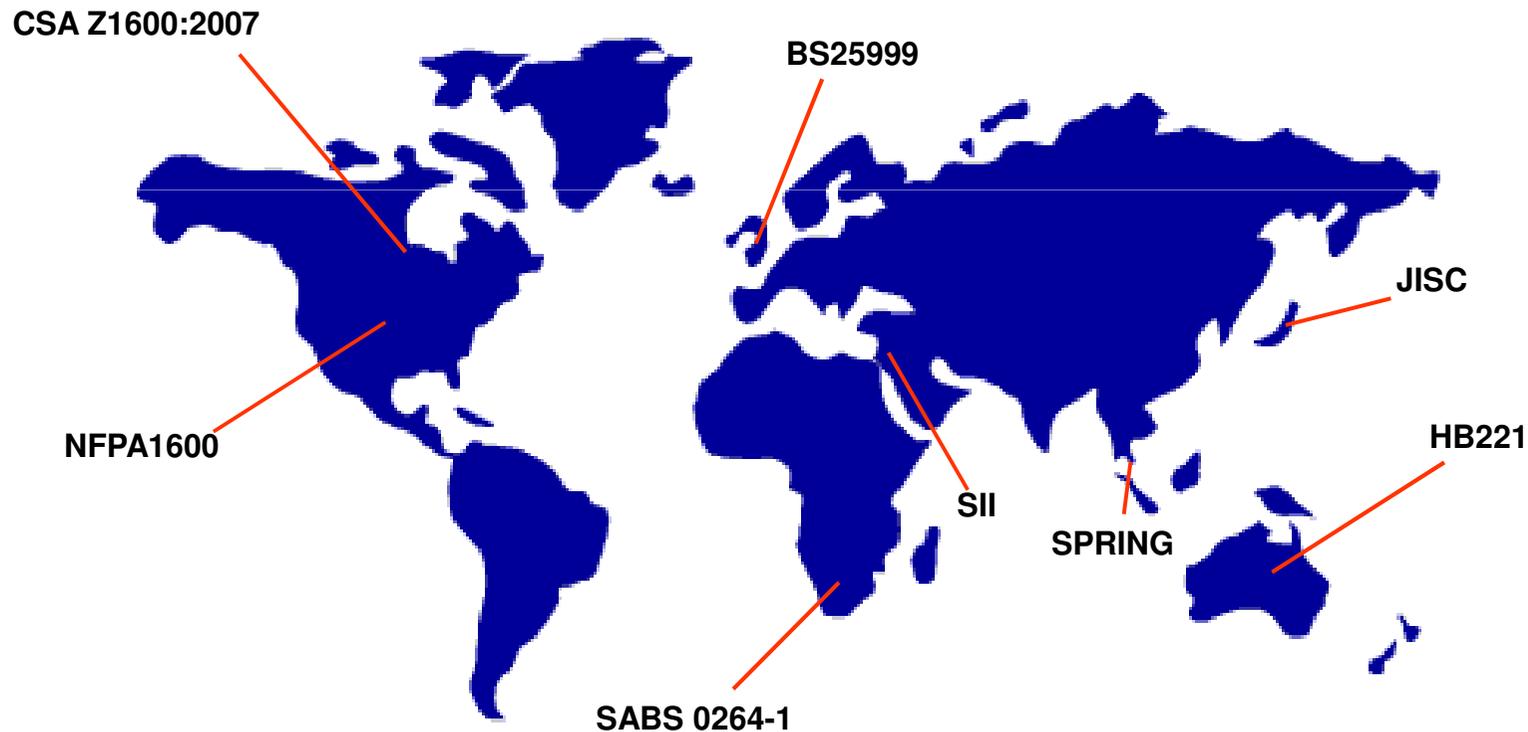
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Standards

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- There are a vast number of country specific standards related to the management of incidents
- All of them are developed from the needs of the specific country



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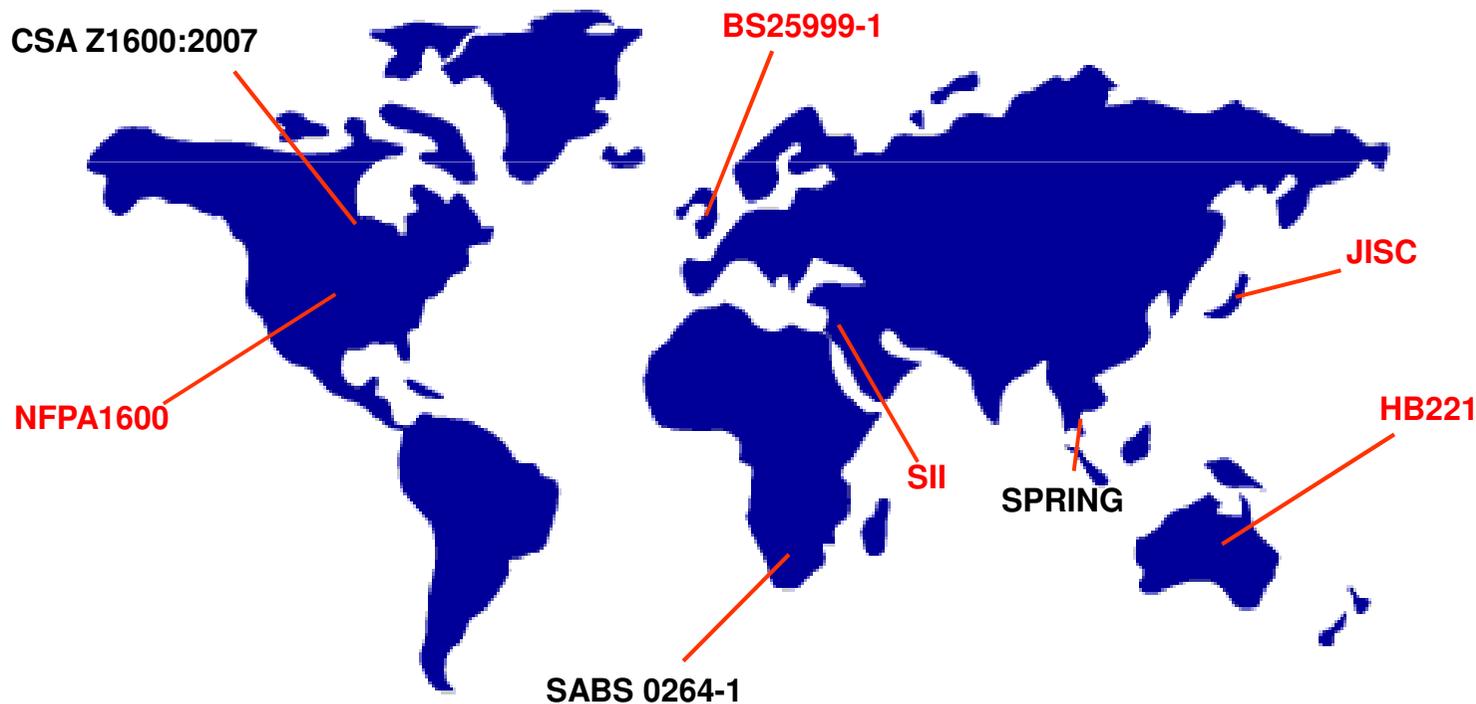


ISO PAS 22399

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The ISO PAS 22399 is a Publicly Available Standard for Societal Security that provides a guideline for **Incident Preparedness and Operational Continuity Management (IPOCM)**

The concept of IPOCM is based on the best of 5 national standards



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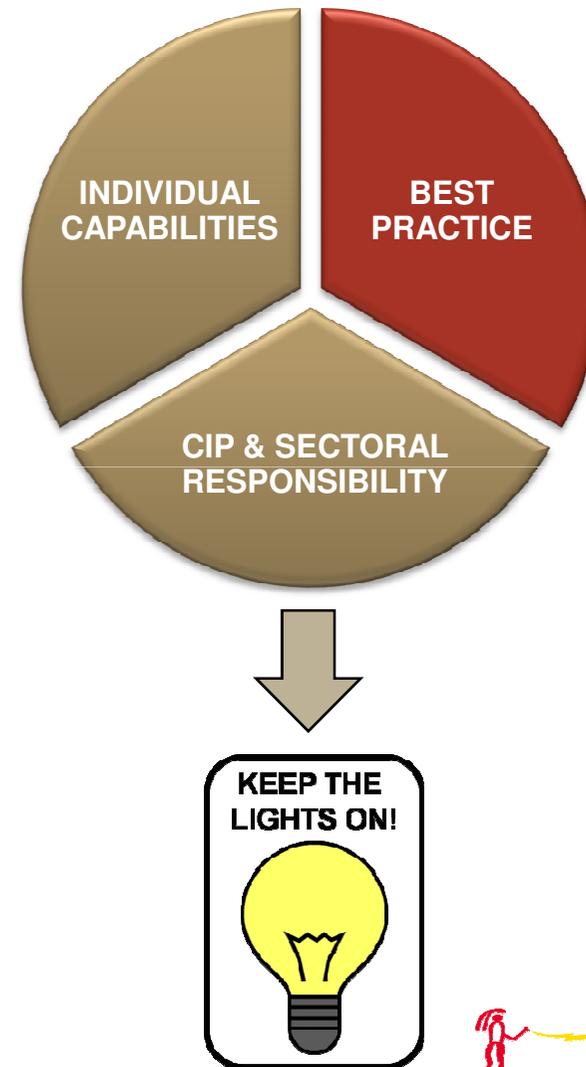
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Best Practice?

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- The concept of Incident Preparedness and Operational Continuity Management (IPOCM) can be summarised as a number of systematic and coordinated activities and practices through which an organisation optimally manages its risks and the associated potential threats and impacts
- The concept of IPOCM will be used and explained throughout this training, with the objective to provide a method for Best Practice



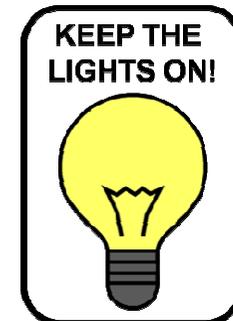
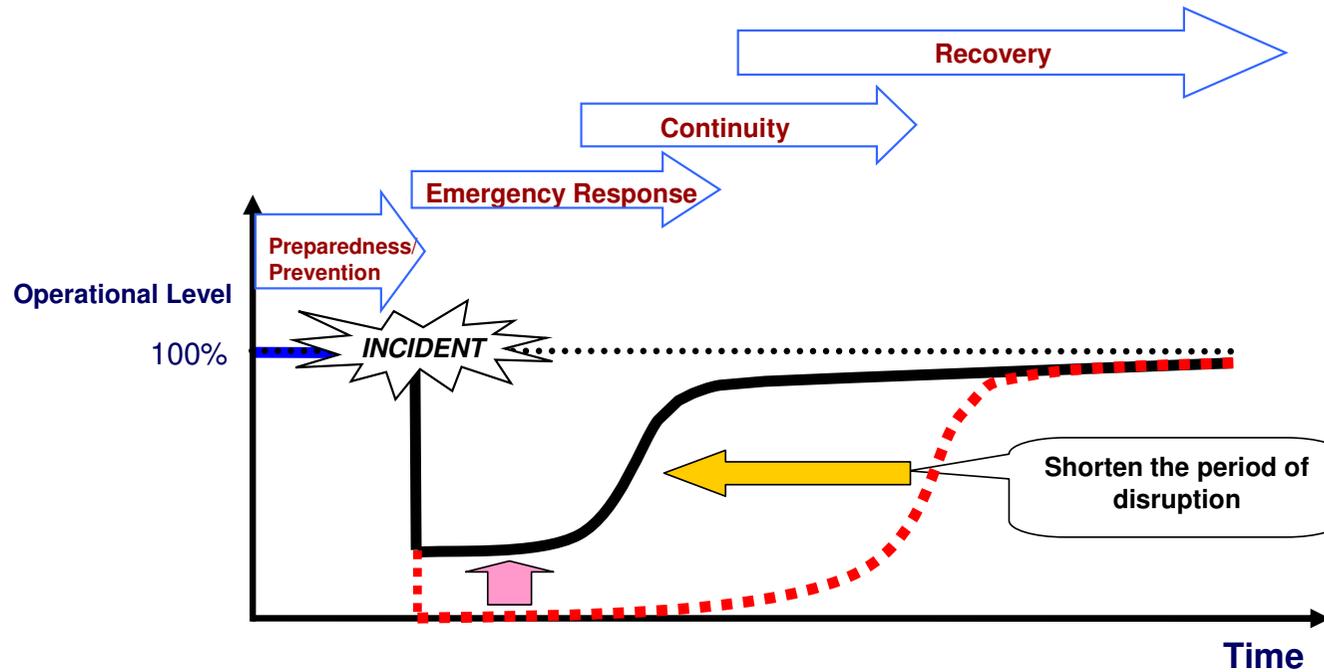
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Source: Societal security — Guidelines for incident preparedness and operational continuity management



The concept of IPOCM



- Before Introduction/Implementation of IPOCM
- After Introduction/Implementation of IPOCM

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Risk Management



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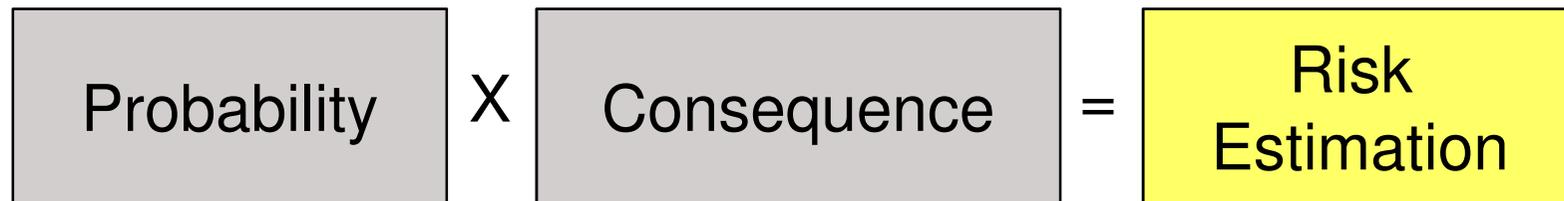


What is risk?

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”The Effects of Uncertainty on Objectives”

Definition proposed by Working Group Risk Management, ISO



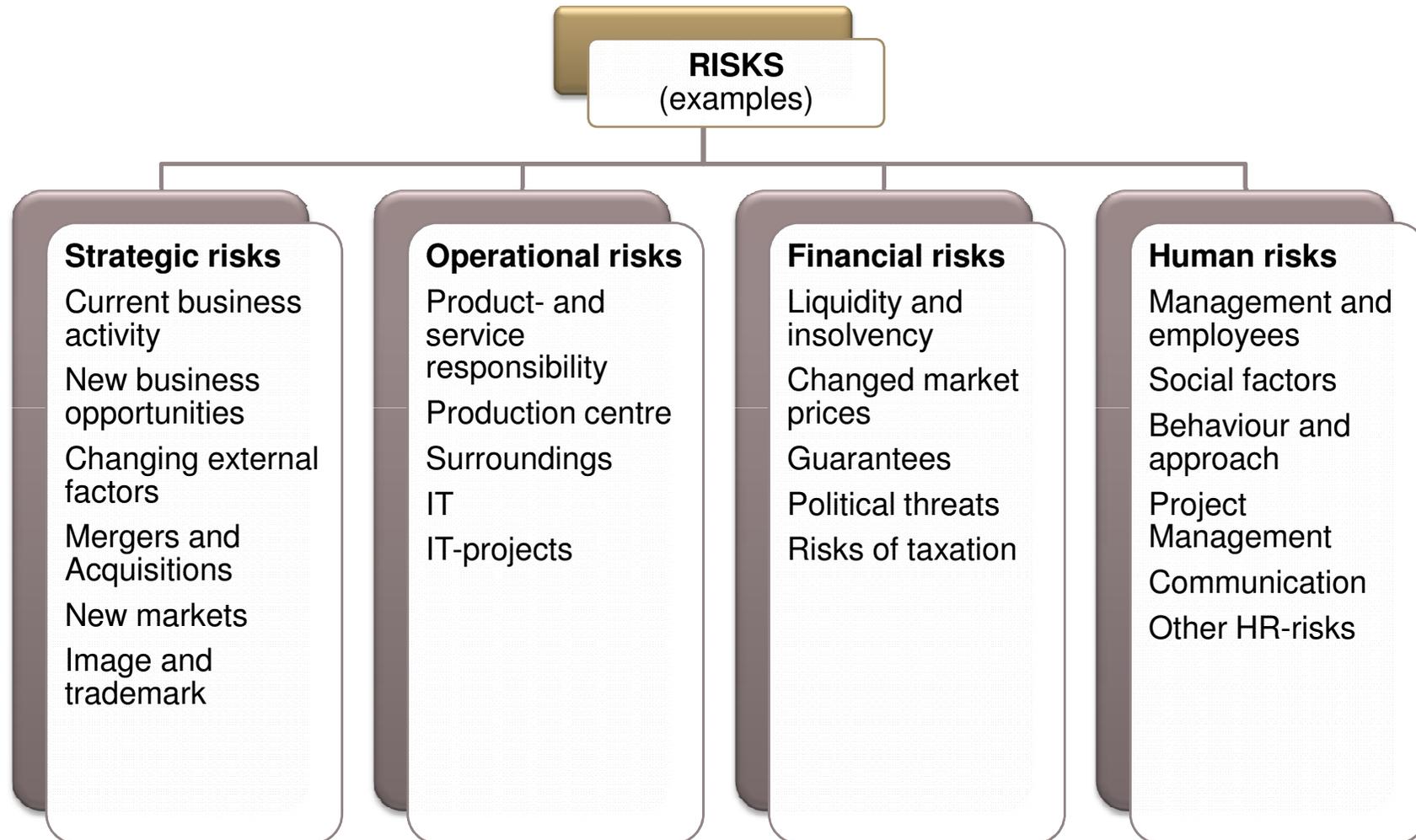
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Risks

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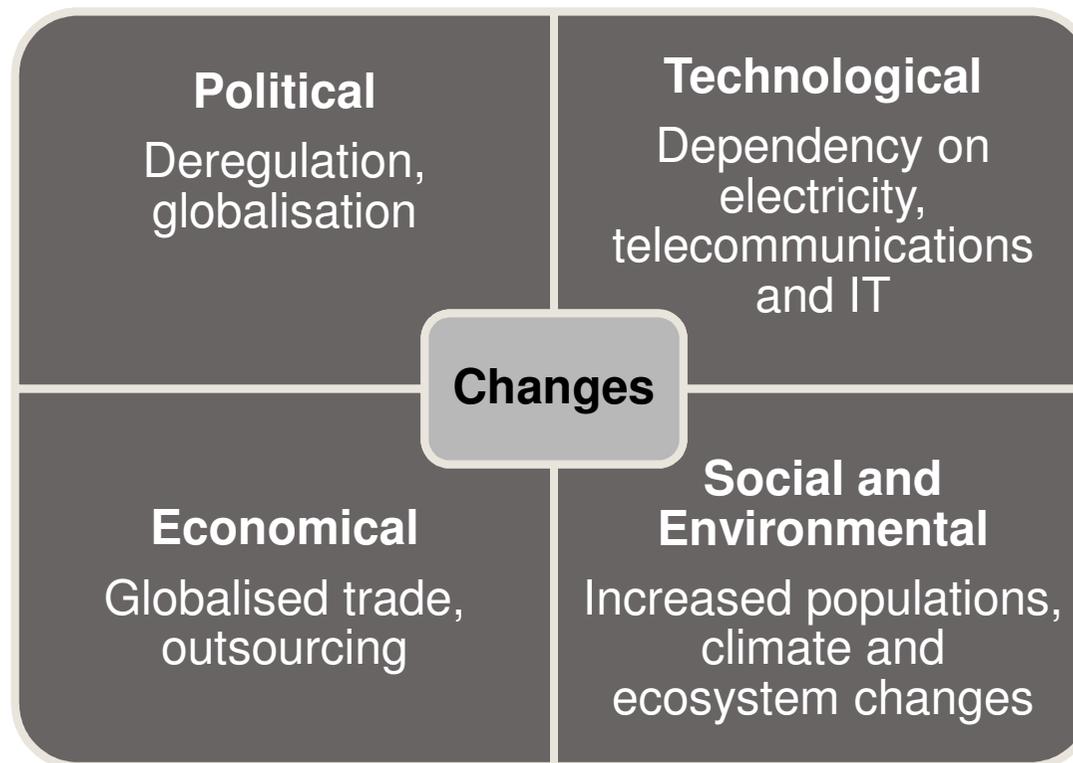
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A changing picture

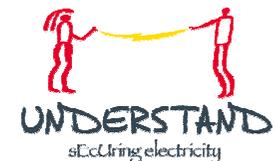
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Which changes have occurred in the past 10-20 years?



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Strategic trends 2007-2036

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- Growing population
- Increasing environmental effects
- Increased material expectations
- Increased access to information
- China's economic development
- Transnational terrorism
- Increasing demands of alternative energy sources
- New innovation centres



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Source: The DCDC Global Strategic Trends Programme 2007-2036, Photo: Clipart



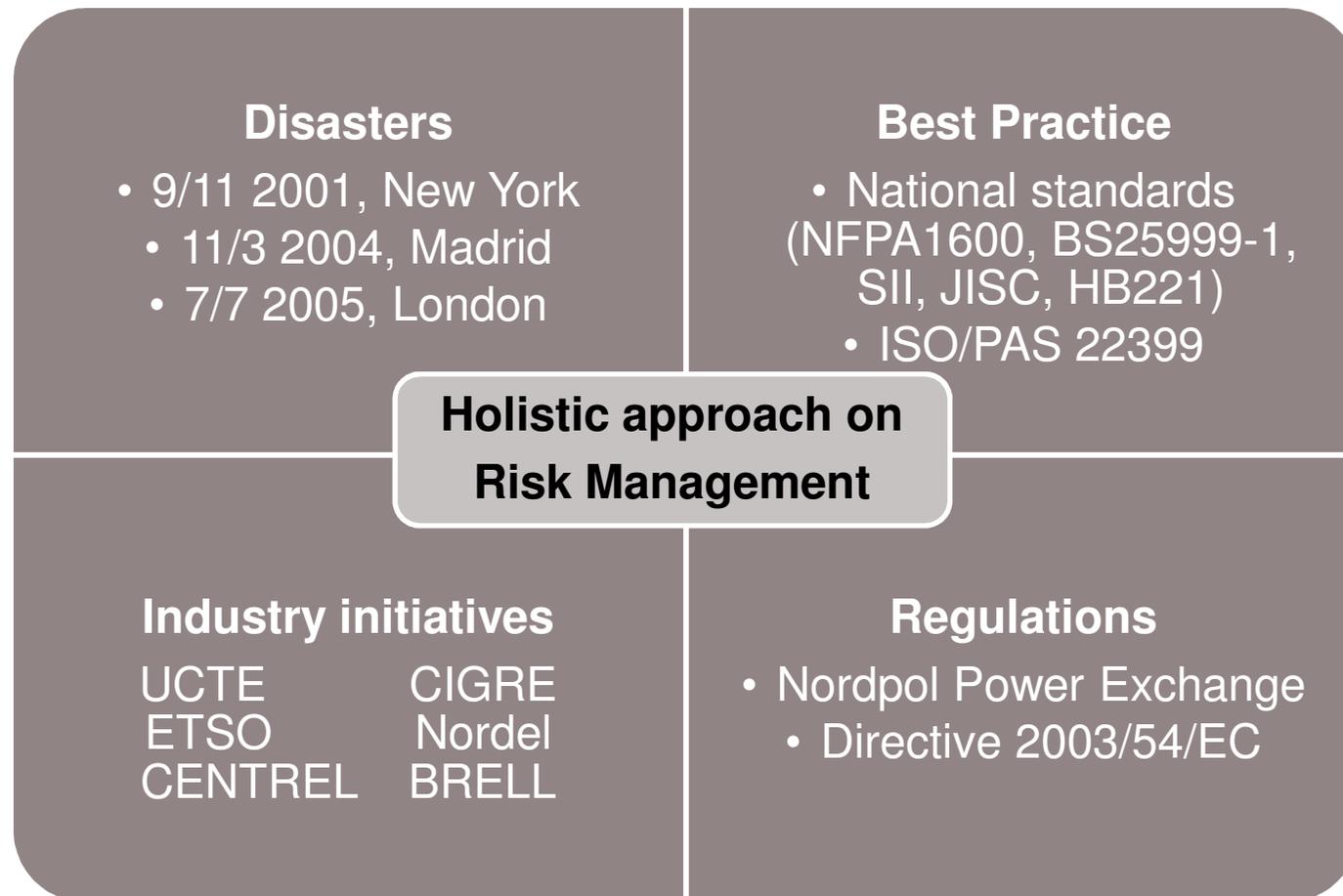
Changing threats to society

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- Globalisation and high technology
- New actors, methods and techniques
- Interdependence requires increased international cooperation

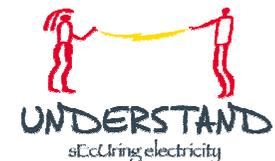
Risk Management – examples of today's driving forces

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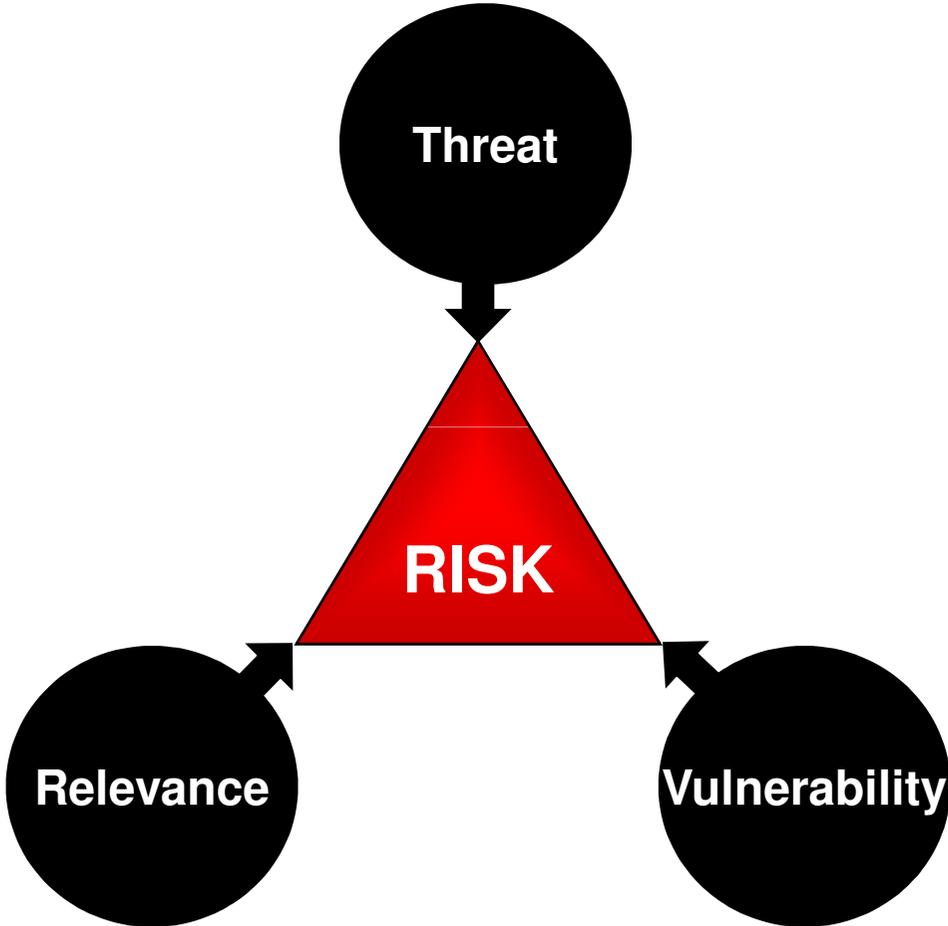


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Perspectives on risk



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Are the threats really increasing?

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Climate threats



Pandemic threats



IT threats



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Photo: Banverket, Clipart

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Threats?

Discussion
Point

36

- What are the main threats to your organisation?
- What are the main threats across borders within your industry?



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Are the vulnerabilities increasing?

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CASE: Virtual Virus Sasser

- Rapid spread of a computer worm on January 2005
- Microsoft had released a patch 6 months prior to the occurred, before but many failed to install it

Examples of consequences:

- Nuclear Power Plant David Besse, Ohio, USA, shut down
- 13 000 ATMs closed in USA
- 911 emergency number out of service at many locations in USA



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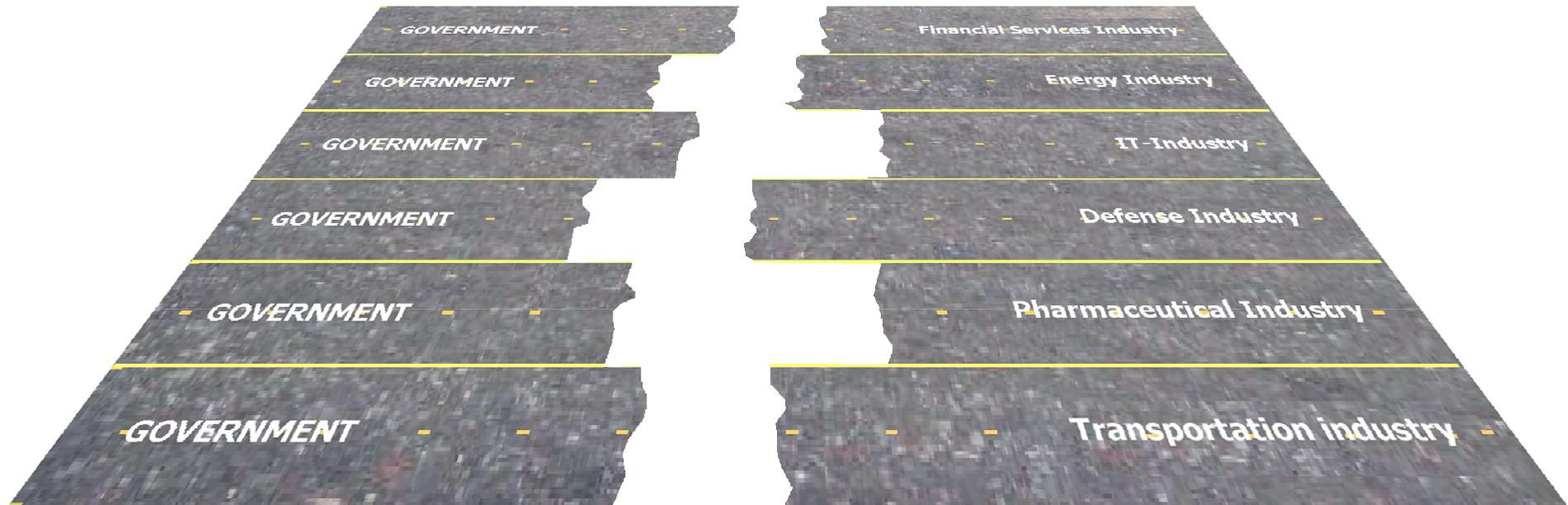
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Source: the Cooperative Association for Internet Data Analysis, 2004, Map: Clipart



Mind the gap!

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**Deregulation can create a gap between
government and private organisations**
Extended responsibility for organisations



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A world of deregulation

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CASE: World Com, March 2002

- World Com was one of the largest Internet and telecommunications companies that provided 50% of the worlds internet service
- Accounting scandal almost led to bankruptcy

Potential consequence

- Close down of large parts of the Internet depended on one American judge!



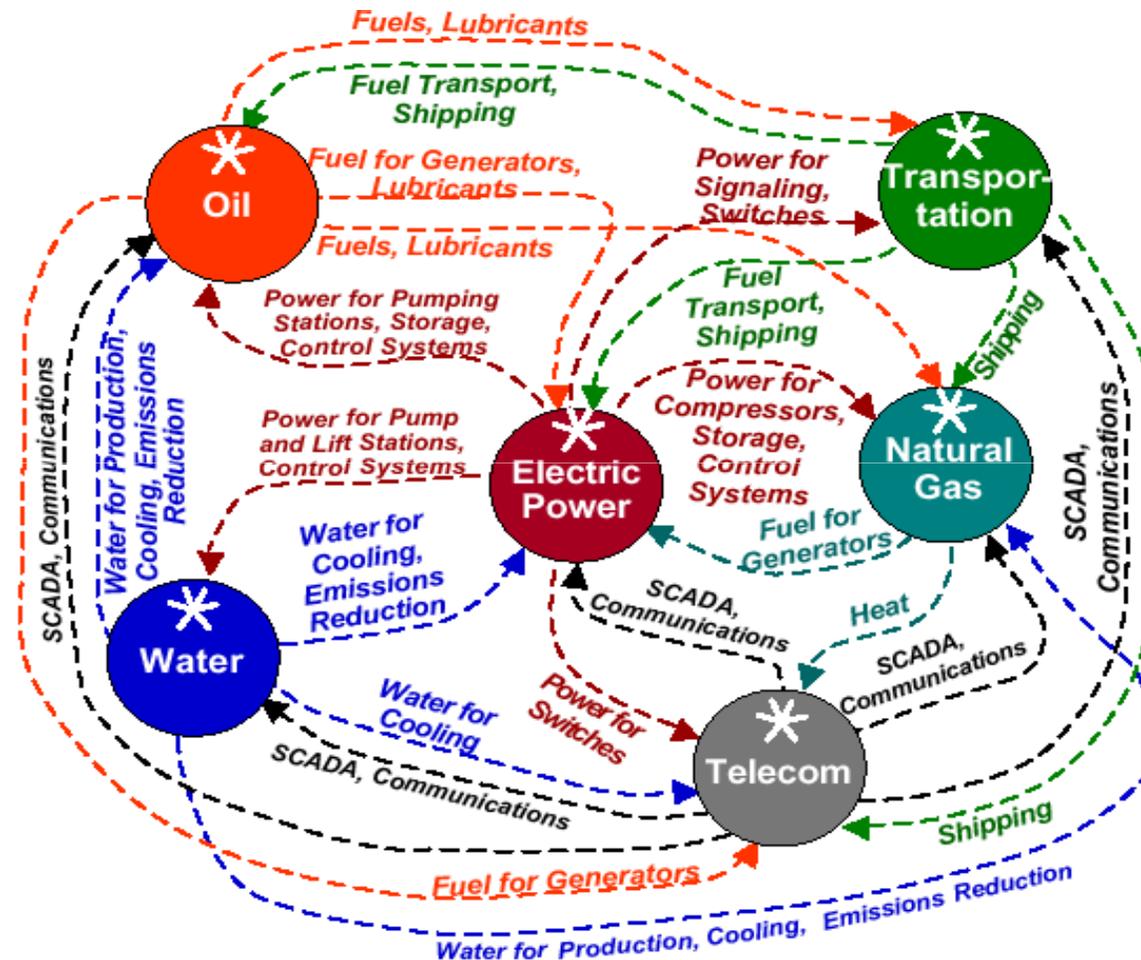
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Source: the Resilient Enterprise, Sheffi Yossi (2005)

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A world of complexity



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Source: Dr. Linton Wells II



Vulnerabilities?

Discussion
Point

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- What are the potential vulnerabilities affecting your organisation?
- What are the vulnerabilities affecting your organisation in a cross-border perspective?



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Relevance

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- All risks can not be treated – choose which ones to deal with
- A simple model can be used to help the organisation decide which risks to treat



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Risk Management – a simple model

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Source: In compliance with ISO/IEC Guide 73



Operational Continuity Management



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Focus

45

- There is an infinite number of risks
- But a finite number of consequences
 - Not all risks are predictable
- Operational Continuity Management (OCM)
focus on the target of those consequences
 - **The processes that are critical to maintain continuity of key operations**



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Objective of Operational Continuity Management

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- The objective of operational continuity management is to plan for and respond to conditions, situations and events in order to
 - **continue operations** at an acceptable predefined level
 - to **fulfil the key deliverables and obligations**



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Source: ISO/PAS 22399 Societal security — Guidelines for incident preparedness and operational continuity management



Why Operational Continuity Management?

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A tool for the organisation to...

- Systematically affect the risk profile in a cost efficient manner
- Optimise investments and focus resources where they are most needed!



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What is critical?

48

January 2005:

We have 5 hours to move workers from England to the south of Sweden to help in a cross-border incident - what is critical?



- The control system?
- The engines?
- The body of the aircraft?
- The seats onboard?
- The catering?
- The wings?
- The rudder?
- The ground crew? equipment?
- The cabin crew?
- The flight attendants?
- The communication



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Photo: Svenska Kraftnät

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CASE: UPS

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Background:

- Blizzard in Louisville-94
- Record cold temperatures paralysed all transportation
- 100 UPS planes could not take off

Consequences:

- Impossible for employees to get to work, despite defrosting airports

Solution:

- Fly in employees from other locations!

Strategy:

- Uniform practices enables the access to personnel from other locations
- Standardised processes facilitate rapid reaction to changed demands during holidays, strikes, unexpected weather etc.
- Seen one UPS facility, seen them all!



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Source: the Resilient Enterprise, Sheffi Yossi (2005), Photo: Banverket



What processes do you need to keep the lights on?

Discussion Point

- Electricity
- IT
- Telecommunications
- Maintenance and repair
- Command and Control
- Payroll
- Knowledge
- Language: Tools for cross-border understanding (translation, vocabulary)
- Neighbouring country data
- Assessment tools and Information sharing systems

**In your organisation?
Across-borders?**



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Your organisation

Discussion
Point

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- Many TSOs have backup sites:
 - What processes, backups and routines does your organisation have?



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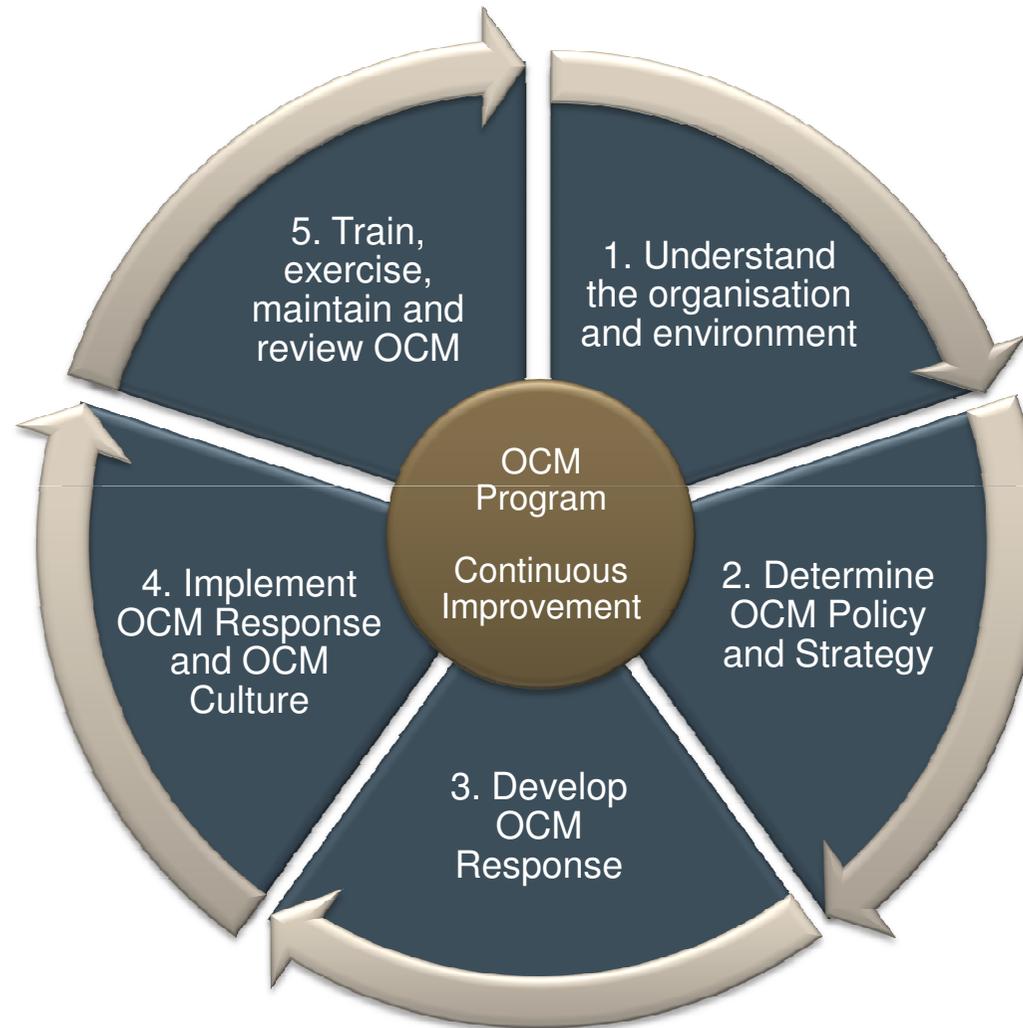
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A simple model for Operational Continuity Management

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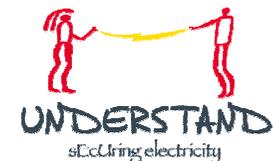


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When the Unforeseen Happens - Summary

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- Use a structured and holistic framework for Risk Management, Operational Continuity Management and Incident Preparedness



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2. INCIDENT PREPAREDNESS



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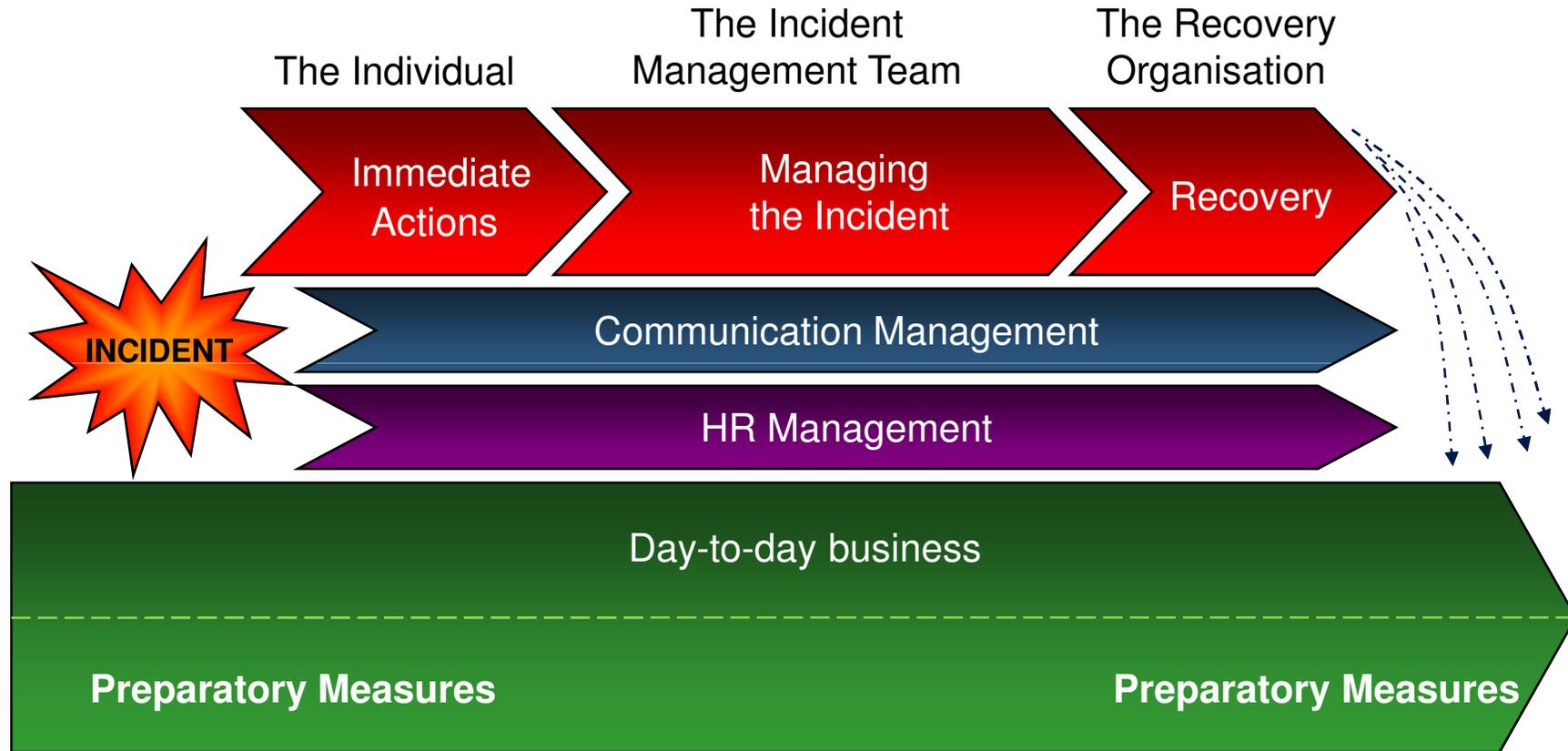
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What is Incident Preparedness?

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Definitions according to the standard ISO/PAS 22399 (IPOCM)

- **Incident**
 - Event that might be, or could lead to, an operational interruption, disruption, loss, emergency or crisis
 - **Crisis**
 - Any incident(s), human-caused or natural, that requires urgent attention and action to protect life, property, or environment
 - **Disruption**
 - Incident, whether anticipated (e.g., hurricane) or unanticipated (e.g. a blackout or earthquake) which disrupts the normal course of operations at an organisation location
 - **Emergency**
 - Sudden, urgent, usually unexpected occurrence or event requiring immediate action
- **Disaster**
 - Event that causes great damage or loss



Definitions?

Discussion
Point

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- What definitions are used in your organisation?
- What definitions do you use cross-border?



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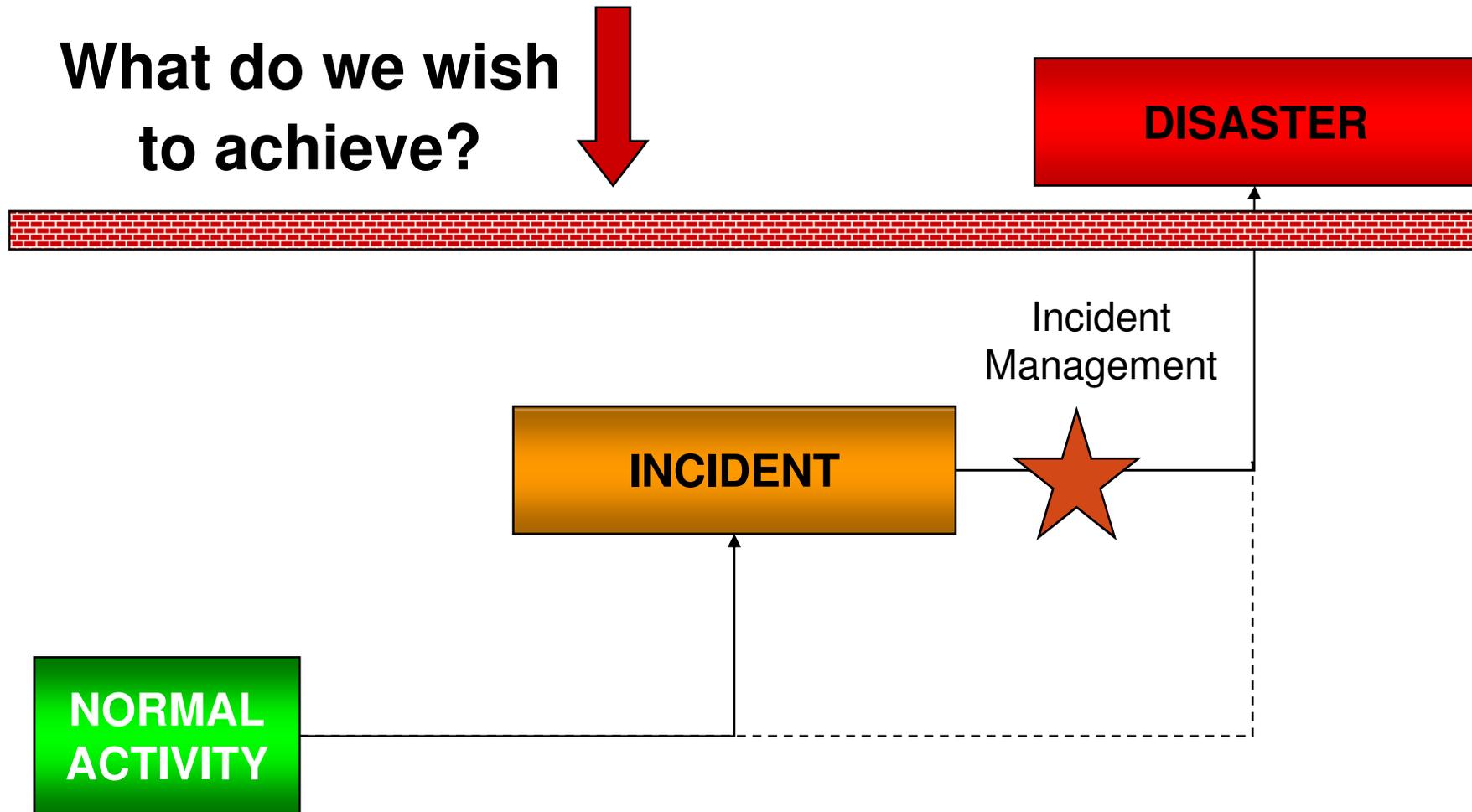
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What is Incident Preparedness?

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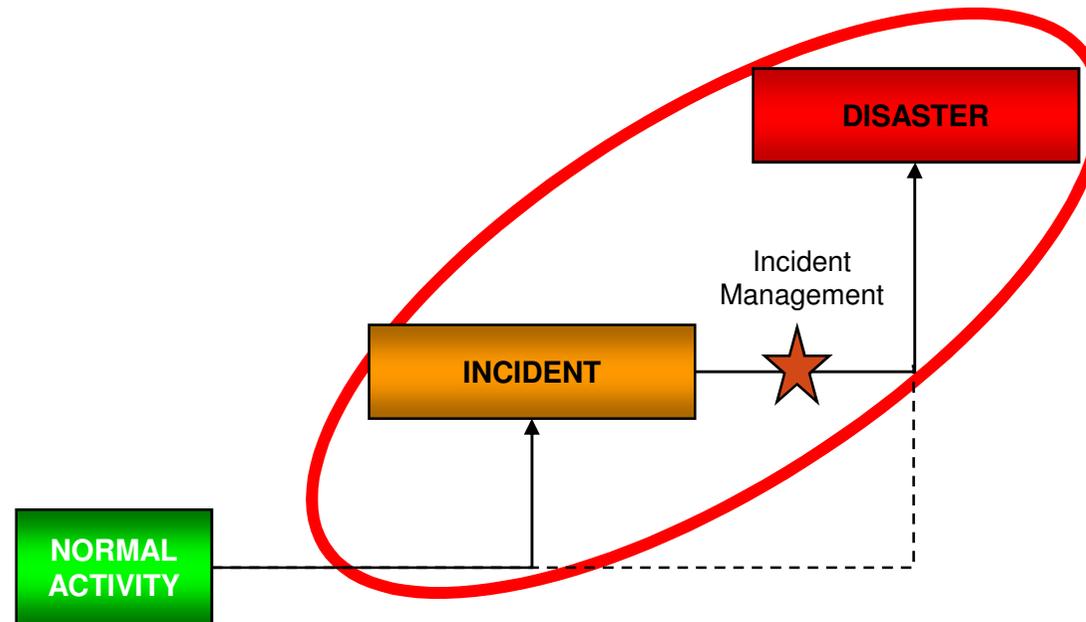
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Work by simple principles

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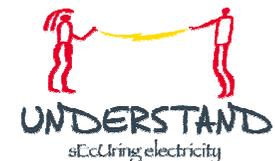
- Senior management shall always be informed in case of deviation from normal activity



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An incident can be characterised by...

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- A sense of:
 - Serious threat to critical values
 - Reduced control
 - Time pressure
 - Limited information
 - Escalation
 - Often coincidental occurrence of events
 - Rapid changes
 - Group pressure
 - Exposure and pressure from media
 - Long and strenuous shifts/working hours



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Why Incident Preparedness?

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- When handling an incident the organisation must also manage
 - The people
 - The media
 - Business as usual
- This may require different incident management levels and functions within the organisation



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Problem solving

Risk Management,
Operational Continuity Management
and Incident Preparedness
working together



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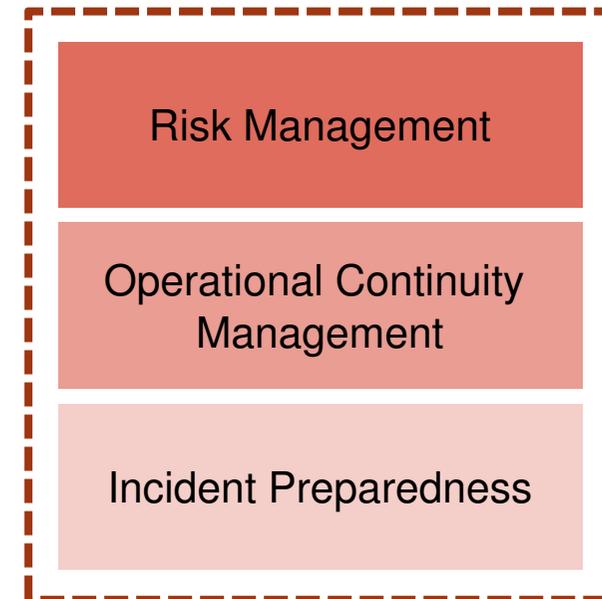


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Problem solving

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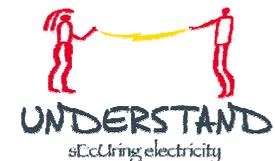
- All risk management, incident preparedness and continuity activities should be conducted and implemented in an agreed and controlled manner within the organisation
- It establishes a clearly defined framework for the ongoing management of the operational continuity capability



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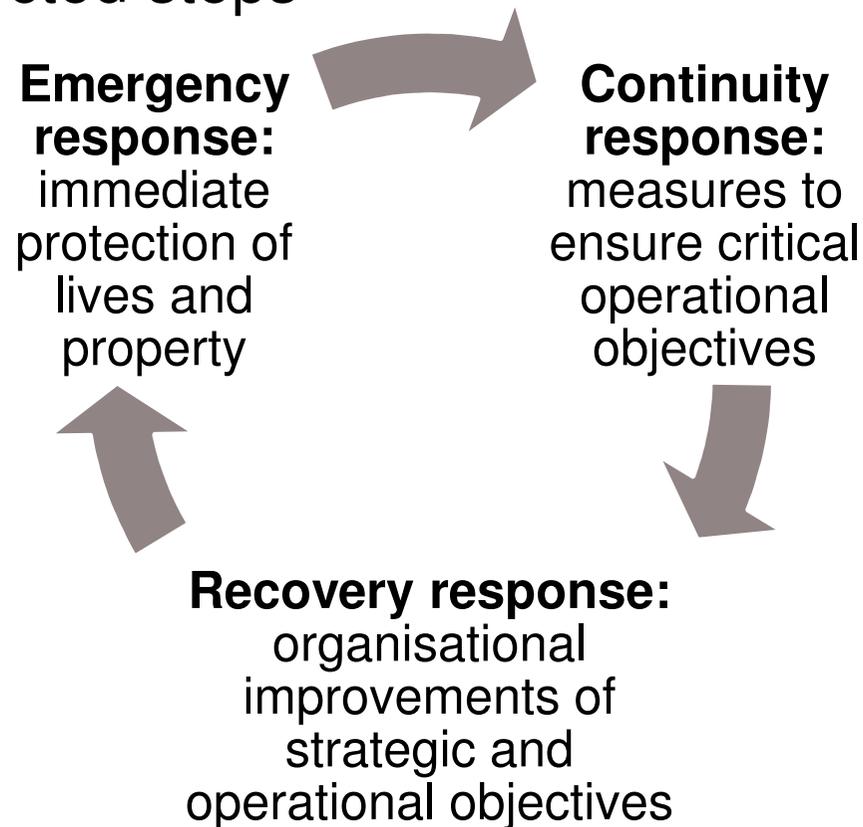
Source: ISO/PAS 22399 Societal security — Guidelines for incident preparedness and operational continuity management



IPOCM Response management programs

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- Problems and risk are approached in different but interconnected steps



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Source: ISO/PAS 22399 Societal security — Guidelines for incident preparedness and operational continuity management



Problem solving

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- Elasticity and resilience – the capacity to adapt operations to sudden changes is crucial in a changing world



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Incident Preparedness - Summary

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- Define what an incident is for your organisation and integrate it with the organisation's Risk Management and Operational Continuity Management to create an elastic and resilience organisation



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3. PREPARATORY MEASURES



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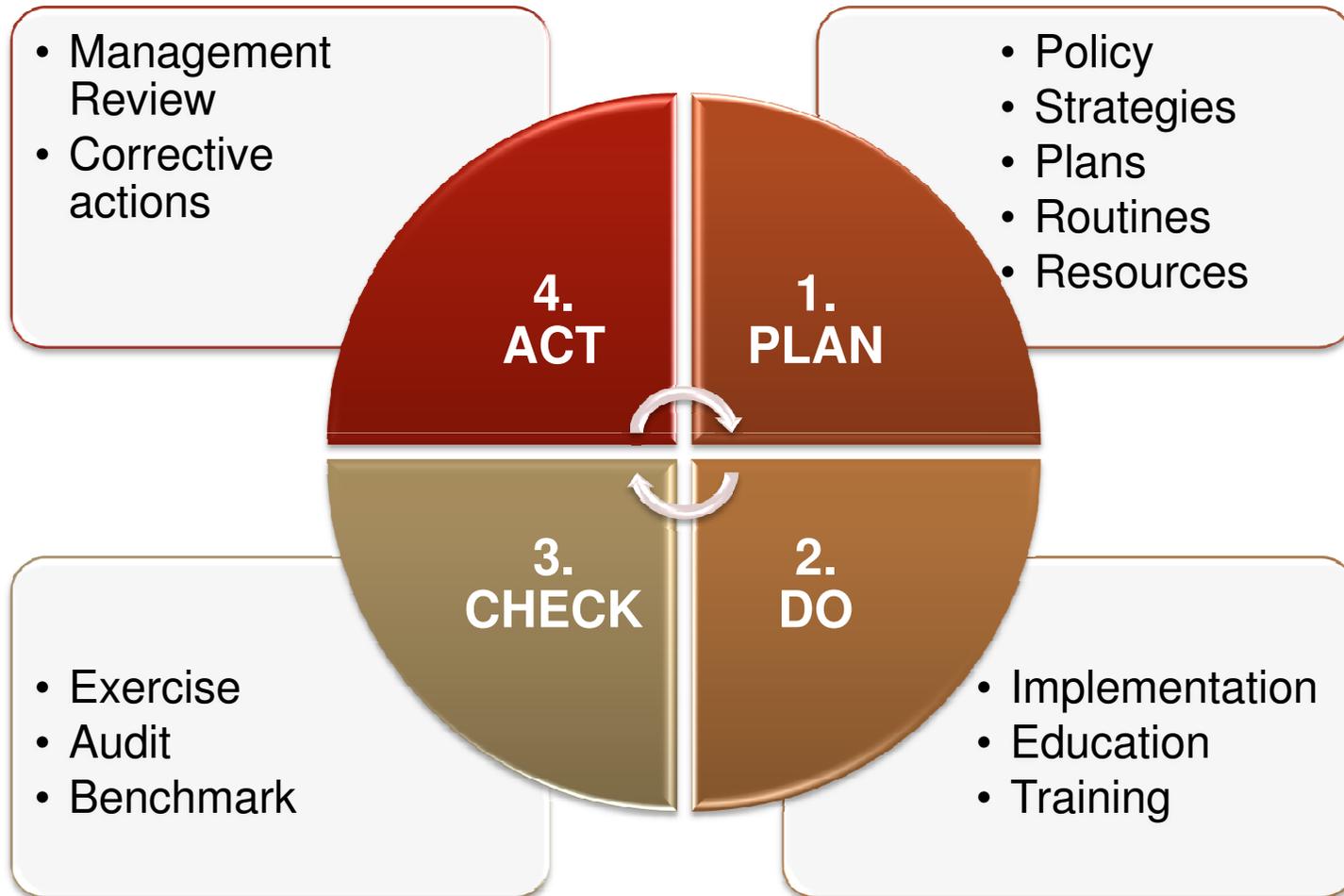
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Preparatory measures

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Plans, routines and resources

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- Examples
 - Check lists
 - Definitions
 - Escalation routines
 - Contact lists
 - Plan for evacuation
 - Routines for cross-border incident management
 - Contact lists for cross-border contacts



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Photo: Clipart

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Training

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- All employees should attend education and training that makes them aware of:
 - The procedures for incident response and recovery
 - Their roles and responsibilities
 - The significant threats and risks related to their work
 - The importance of acting in line with the Incident Management Program
 - The potential consequences of departure from specified procedures



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Source: ISO PAS 22399

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Exercise

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- Exercises can be used to:
 - Test and/or develop plans
 - Test the Incident Organisation
 - Make staff used to working in line with Incident Management Plans
- Exercises can be:
 - Small and simple
 - such as a tabletop exercise or seminars
 - Extensive and complex
 - such as market wide simulation exercise across Europe
 - ... and everything in between

The purpose and extent of the exercise depends on the needs of the organisation



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Example: Practical preparations

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Photo: Swiss Army Forces
Photo: EPS

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- European TSOs train their skills through:
 - On the job training
 - Training for job advancement
 - Simulation training
 - Other, regular training to reinforce skills
 - Experience-building by learning from real incidents
- What would you like to see more of in terms of international training facilities, exercises, tests and exams?



Preparatory measures

Discussion
Point

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- Which Preparatory Measures has your organisation taken to strengthen the ability to meet incidents?
- How have you planned for unexpected events, within your organisation, and across borders?



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The importance of planning

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- “Plans are nothing, planning is everything”
– Dwight Eisenhower
- “By failing to prepare, you prepare to fail”
– Benjamin Franklin
- “A good plan today is better than a perfect plan tomorrow”
– George S. Patton

It pays to plan ahead – it wasn't raining when Noah built the ark...



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How to Build a Functional Incident Management Organisation



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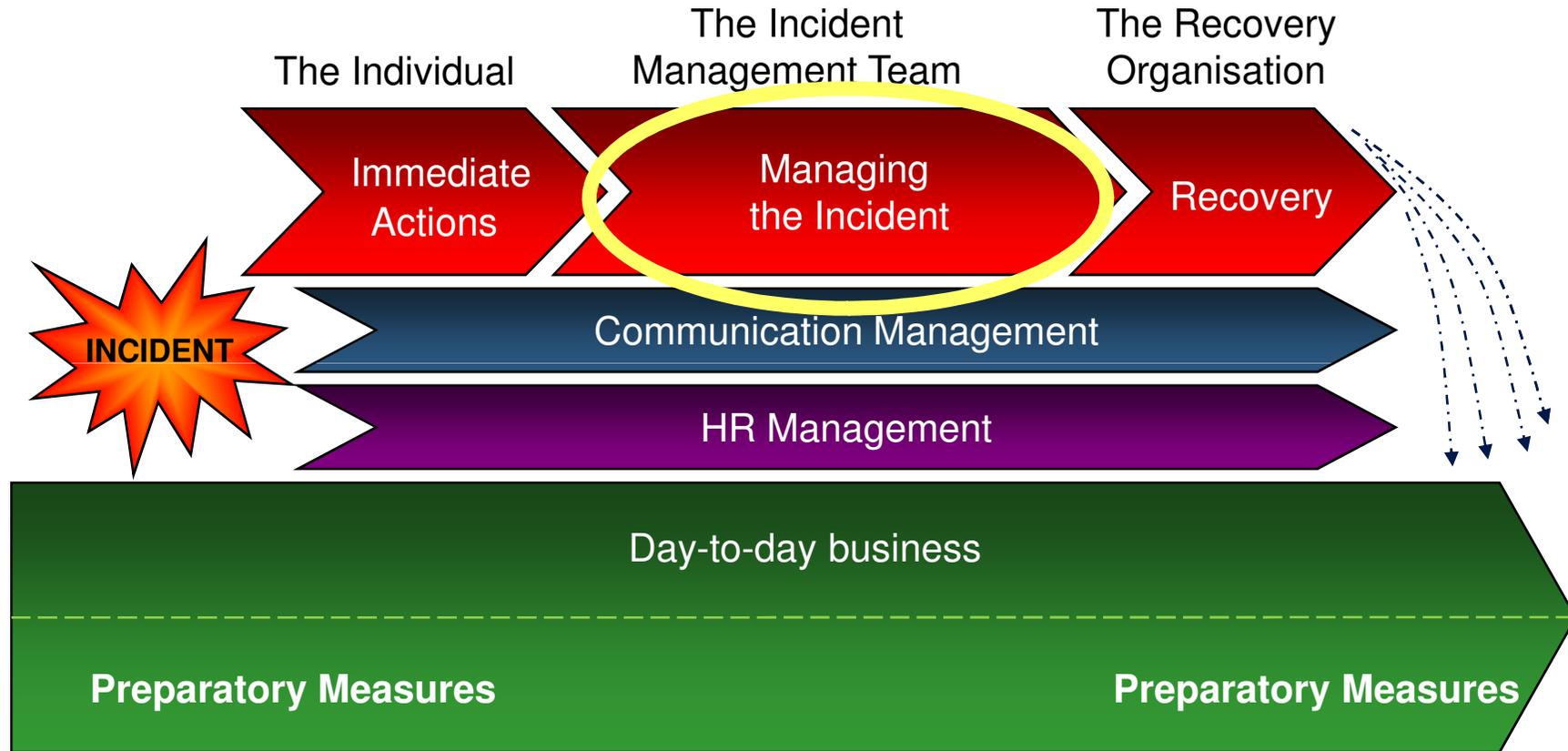
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What is Incident Management?

77



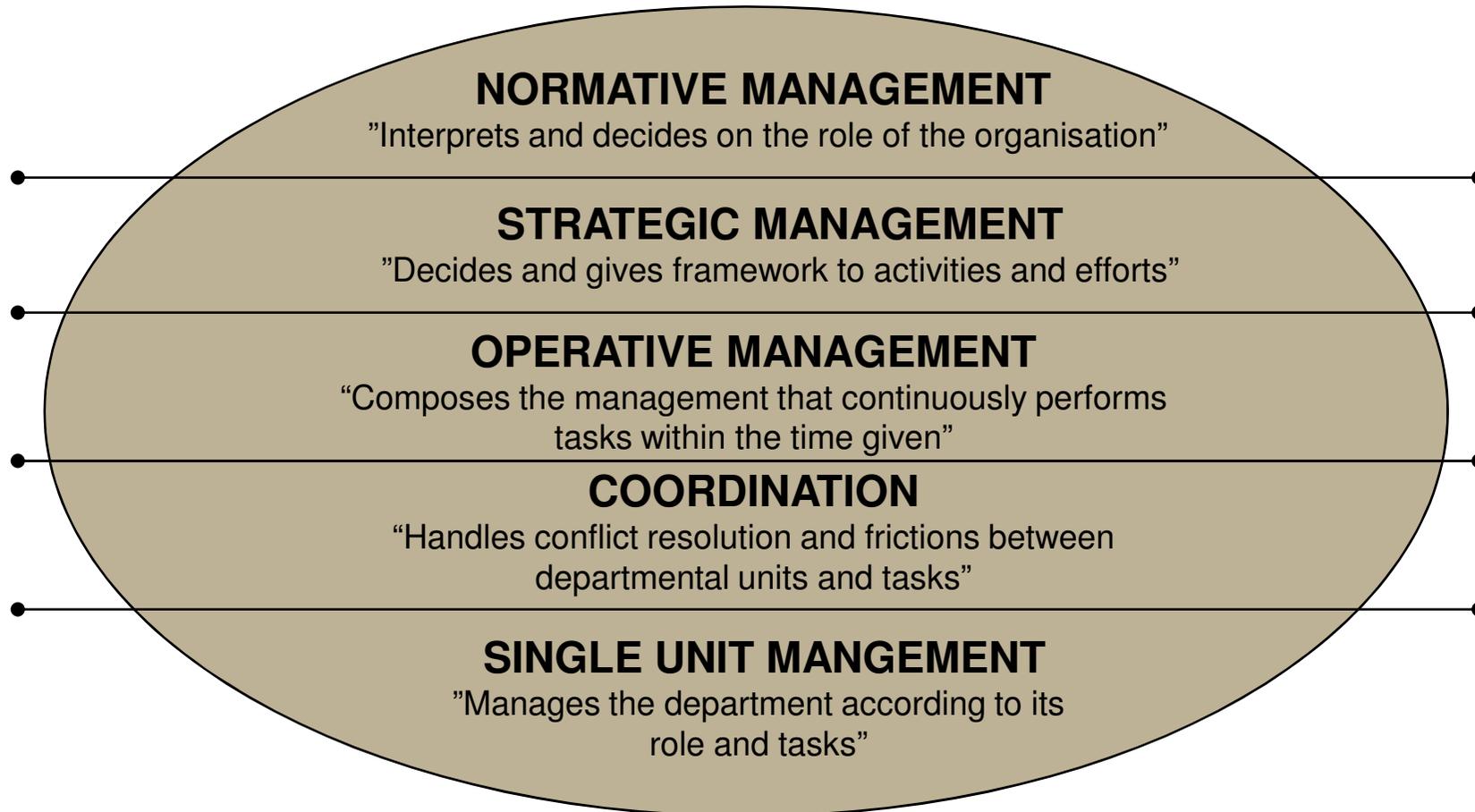
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Survival in a changing world requires 5 levels of management

78



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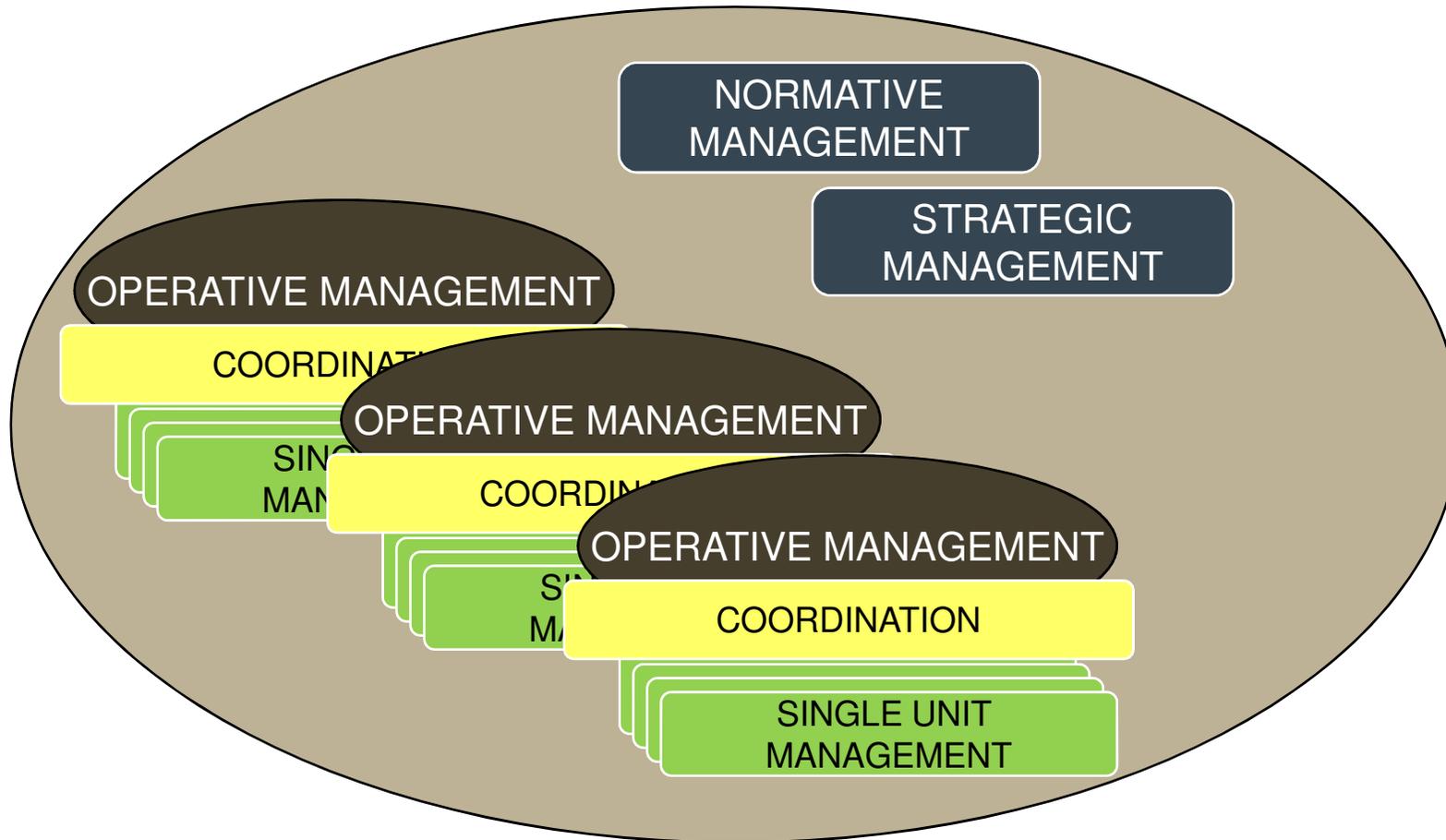
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Source: Grunder för ledning, Generella principer för ledning av kommunala räddningsinsatser, Räddningsverket, Brain of the firm 1972, The hart of enterprise 1979, Diagnosing the system of organizations, 1985 samt Per Johansson, FOA och Niklas Zetterling, MHS.



Possible view of an organisation

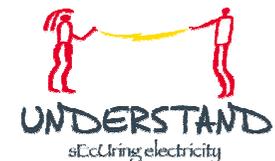
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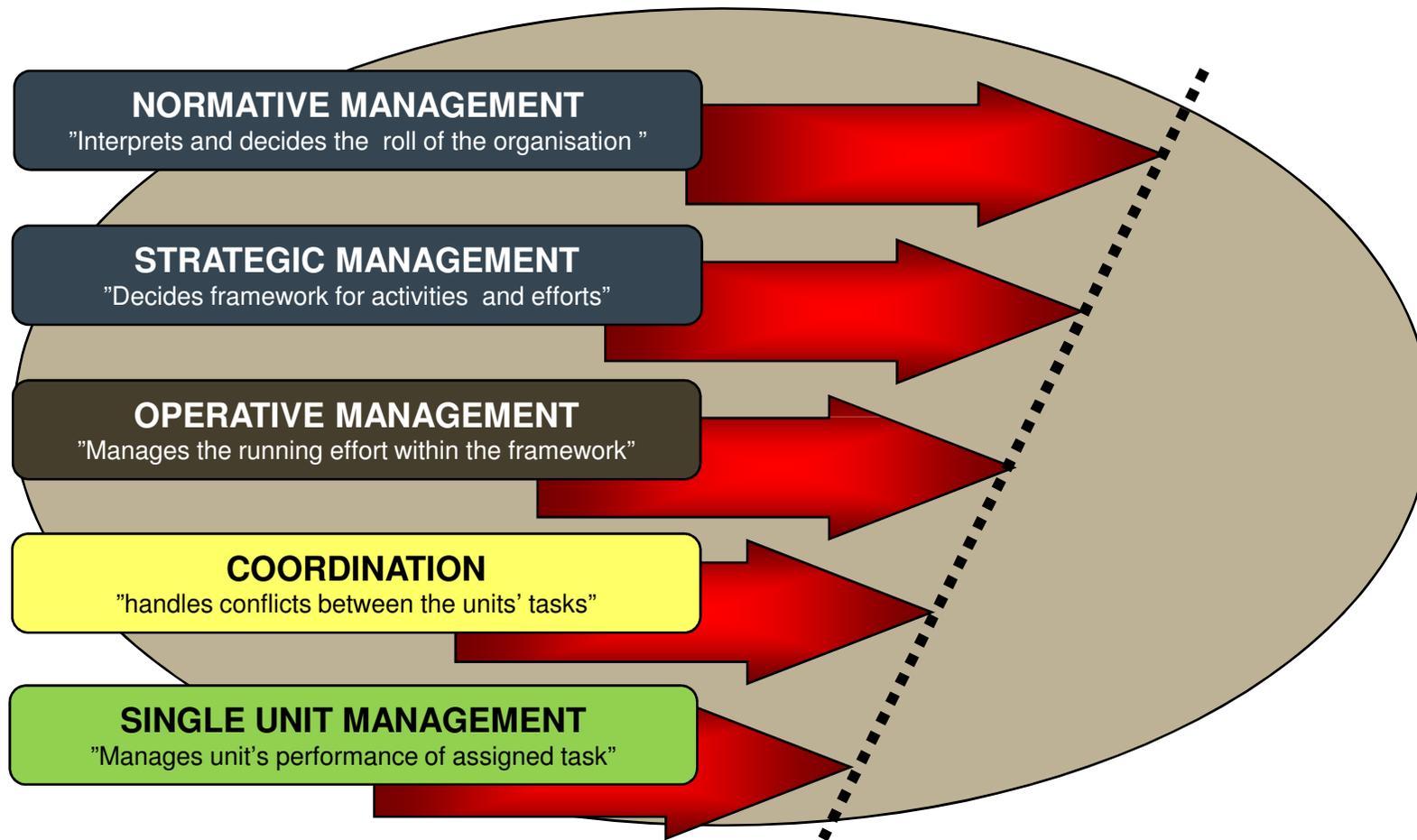
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Source: Grunder för ledning, Generella principer för ledning av kommunala räddningsinsatser, Räddningsverket, Brain of the firm 1972, The hart of enterprise 1979, Diagnosing the system of organizations, 1985 samt Per Johansson, FOA och Niklas Zetterling, MHS.



All levels of management works in different time perspectives

80



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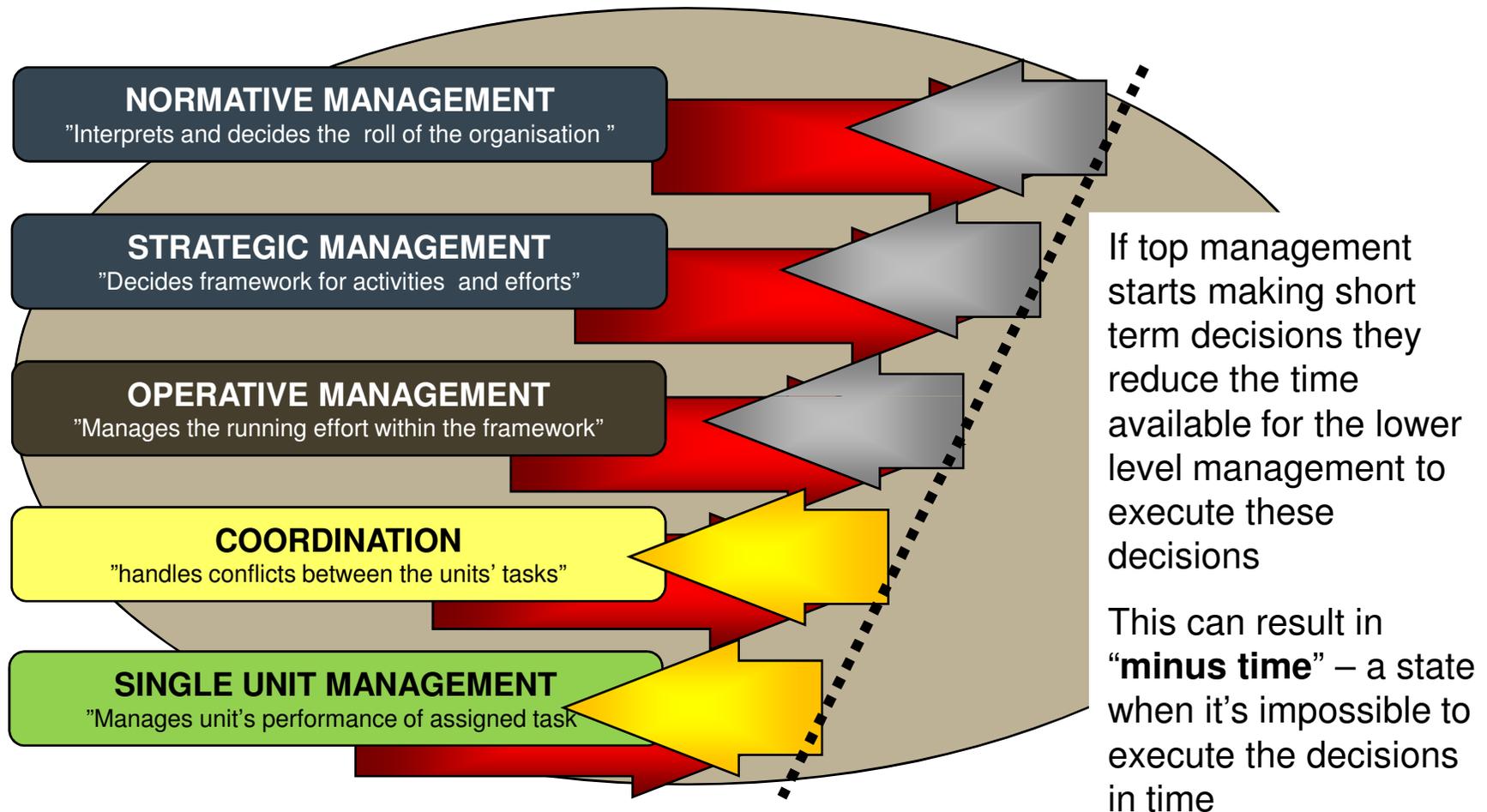
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Source: Grunder för ledning, Generella principer för ledning av kommunala räddningsinsatser, Räddningsverket, Brain of the firm 1972, The hart of enterprise 1979, Diagnosing the system of organizations, 1985 samt Per Johansson, FOA och Niklas Zetterling, MHS.



Time perspectives during an incident

81



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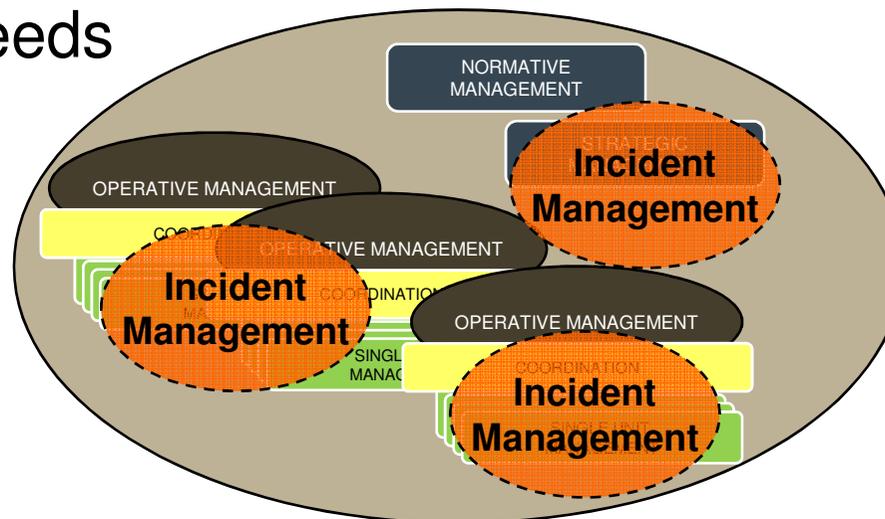
Source: Grunder för ledning, Generella principer för ledning av kommunala räddningsinsatser, Räddningsverket, Brain of the firm 1972, The hart of enterprise 1979, Diagnosing the system of organizations, 1985 samt Per Johansson, FOA och Niklas Zetterling, MHS.



Possible Incident Management Organisation

82

- During an incident the organisation should be reinforced by an incident management organisation whose main focus is to handle the incident
- The organisation can have one or more incident management teams on one or more of the management levels, depending on the organisations specific needs



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The reasons we need Incident Management

83

- It is initially very difficult to predict the accurate extent of an incident, crisis or accident
- Each individual decision-maker will need various forms of support
- Incident Management has a supportive function!
 - Day-to-day business can remain the main focus of the normal organisation
 - The concept of minus time can be prevented or minimised



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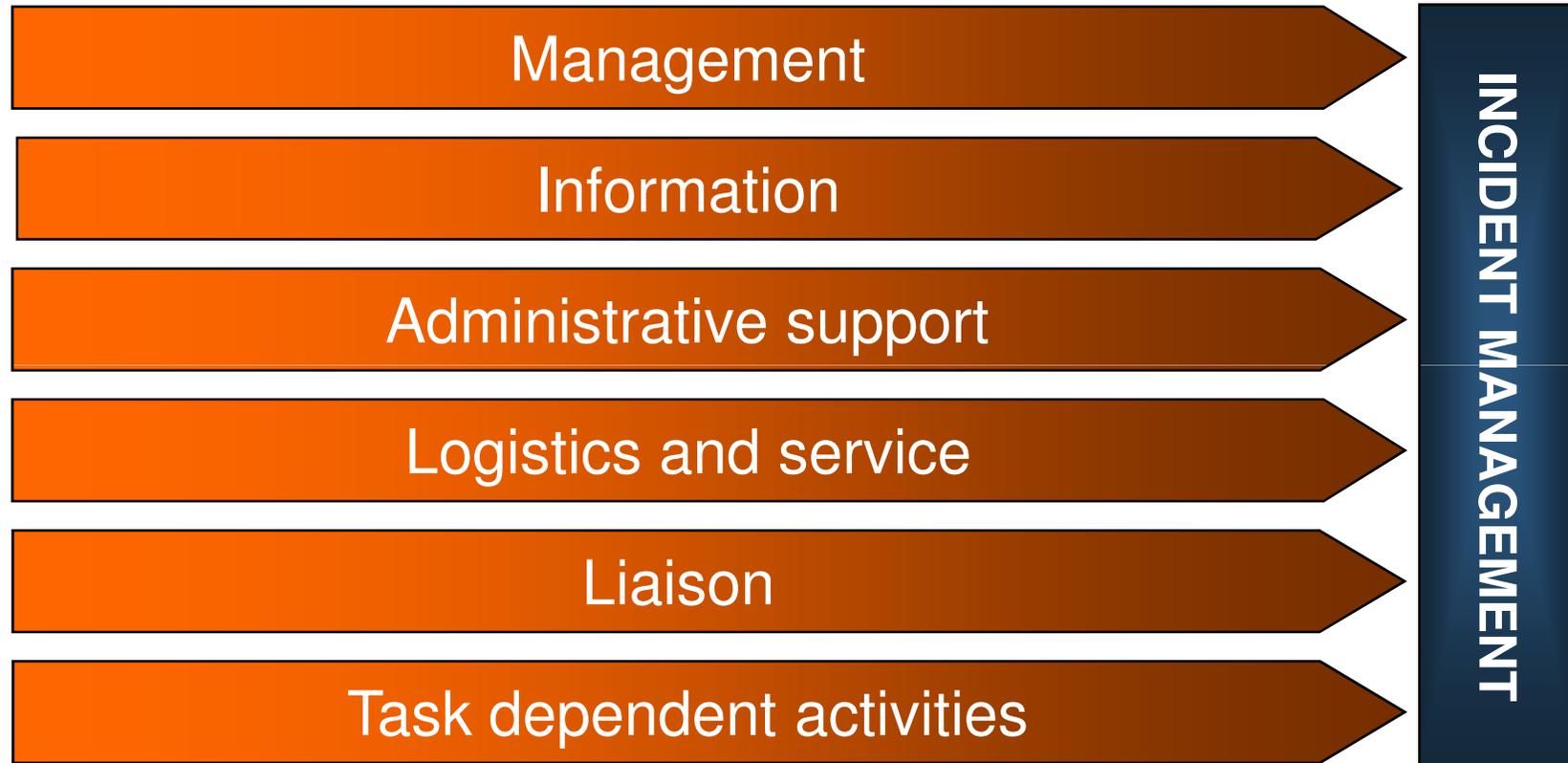
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Activities included in Incident Management

84



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Source: Grunder – Ledning och Stabstjänst, Räddningsverket



Management

85

- Those who decide
- Decisive personnel suited to manage in a crisis situation
- Possibly selectively appointed, tested, exercised incident managers



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Information

86

- Those who talk
- We live in an information society
- Never underestimate the information flow, it costs to make mistakes in the beginning



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Administrative support

87

- Those who keep track of what has been decided
- Make sufficient efforts in the beginning concerning logging, notes, mapping, perception of circumstances, evaluation and so on
- If need reduce effort
- If you loose control in the beginning you will probably never regain it!



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Logistics and service

88

- Those who serve and fix
- Not only coffee, fruit and lunches are needed, but offices, transports, phones, fax machines, paper, pens, and perhaps some more advanced long run support.



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Liaison

89

- Those who ensure cooperation with others
- Mainly cooperation and liaison outside the organisation, with authorities, rescue services, other sectors, cross-border and so on



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Task dependent activities

90

- The task specific support
- The experts needed to solve the particular situation
- Could be maintenance and repair personnel, IT-experts, legal expertise, etc.



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The composition of an Incident Management Team

91

- The individual
 - Suitability as Incident Manager or in his/her role
 - Physical persistence and knowledge of normal human reactions to crisis situations
 - Good skills
 - Pre-trained
- The group
 - Preferably shared values with complementary skills
 - Mutual training and exercises
 - Consists of key persons and substitutes
 - Should include a “devils advocate” and/or analysis group



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Source: Critical Success Factors for Effective Crisis Management, D Perl, Continuity Central



Incident Management Capabilities

92

- General capabilities for Incident Managers
 - Capacity to work simultaneously
 - Excellent skills in distribution and delegation of tasks
 - Stays calm during stress
 - Empathetic
 - Has ability to make rapid and efficient decision
 - Listens, but is also comfortable with making tough and difficult decisions
 - Has a good self-awareness
 - Has excellent communications skills
 - Has ability to give priority
 - Knows and is good at time management
 - Has extended or unlimited mandate



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Source: Critical Success Factors for Effective Crisis Management, D Perl, Continuity Central



Mandates

93

- In crisis situations mandates can be expanded in terms of
 - Functions or people
 - Authority to sign contracts
 - Financial rights
 - Etc.
- Mandates can also be assigned to a function or a team
- Mandates for individuals in the Incident Management Team need to be clearly communicated before the crisis, since they normally differ from those given in normal situations



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Mandates

94

- Clear mandates will reduce the likelihood of
 - Decisions being made without mandate
 - Necessary decisions not being made
 - Legal implications



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Picture: Clipart



CASE: BALTSO and BRELL

95

- Preparatory Measures in order to cushion effects of the unforeseen
- This system for managing disruption risk comprises several components:
 - BALTSO: the cooperation organisation of the regions Transmission System Operators
 - BRELL ensures compatibility between the power systems in the region and coordinates regional decisions with requirements from the EU
- All BRELL members also have access to a visual tool for sharing data online



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Your organisation

Discussion
Point

96

- How have you organised your Incident Management?
- How is the regular organisation used during a disruption?
- How have you defined:
 - Cross-border responsibility?
 - Priorities among your objectives (price, time, prevention, planning etc.)?



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Personality types and group dynamics



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Personalities

98

- Individuals' actions during an incident depend partly on their personality
- It can be of great value to use the "right" personalities when assigning responsibilities among the Incident Management Team



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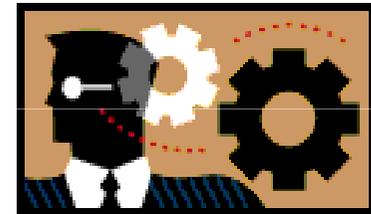
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Short Guide to Personality Types

99

- In psychological studies people can generally be divided into three “typical personality types”; A, H, S
- It is a bit simplified, but we want you to think about it when creating or working with your team
- This knowledge can be an important tool handling incidents



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Source: Tina Ekström, Close, Picture: Clipart

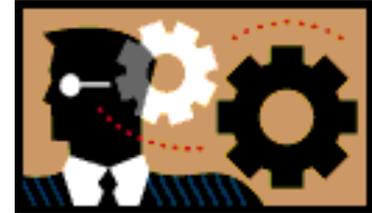
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Personality types

100

- **Type A:** Loyal, less flexible, compulsive, limited social network
- **Type S:** Listens to others, good understanding of others, expects the same thing from others as from him- or herself, makes minimum efforts
- **Type H:** Likes change, an actor/ chameleon, not completely loyal, dislikes routine, creative



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Source: Tina Ekström, Close, Picture: Clipart

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Cooperation with type A

101

- A is primarily driven by **safety and security motives**, such as material and emotional safety
 - Always plan cooperation with him/her thoroughly
 - Let him/her take some initiative
 - Don't change deals or plans - details in task description gives him/her security
 - If he/she is to be placed in a new group – prepare him/her as well as the group



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Source: Tina Ekström, Close

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Cooperation with type S

102

- S is primarily driven by **social motives**, such as fellowship, respect and contact
 - He/she has the need to be addressed and praised as a leader
 - He/she is a good conflict mediator
 - Make sure he/she perceives you as honest
 - He/she appreciates order, structure and detail oriented information



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Source: Tina Ekström, Close

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Cooperation with type H

103

- H is primarily driven by **expansive motives**, such as self fulfilment, individual satisfaction and creative needs
 - He/she likes to work under pressure, preferably with short term tasks and projects
 - Give him/her the option to choose the solution he/she wants, but give clear instructions
 - He/she is motivated when perceiving him/herself as important
 - In conversations with him/her – try to always stick to the essentials



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Source: Tina Ekström, Close

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Group Think 1(2)

104

- The individuals in the Incident Management Team often share a common profile in terms of age, knowledge, background etc.
- When making decisions in a stressful situation, there is a risk that the team may be affected by “Group Think”
 - Group Think is a phenomenon where a team of individuals begin to conform to a shared thought process. In doing so the group may lose a larger perspective, potentially affecting its ability to make proper decisions



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Source: Janis, I. L. & Mann, L. (1977). Decision making: A psychological analysis of conflict, choice, and commitment. New York: Free Press



Group Think 2(2)

- One way to minimise this effect is to assign a person in the team to act as the “devils advocate”
 - A devils advocate has the role of presenting counter arguments to a proposed decision before it is made by the Incident Management Team
 - This allows the group to effectively evaluate a given decision before its’ implementation



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Physical reactions

106

- Note: Normal physical reactions is the body's and the mind's way of reacting to abnormal situations
- Individuals react differently to the same situation
- If the individual suffers from very strong reactions it is wise to contact medical professionals



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Possible normal physical reactions

107

- When facing an incident the individual can experience one or more of these symptoms
 - Lack of concept of time
 - Emptiness – lack of emotions
 - Feelings of unreality
 - Autopilot-mechanism
 - Reduced logical thinking
 - Different reactions to stress
 - Anger, irritation
 - Anxiety – uneasiness and restlessness
 - Sense of guilt
 - Problems with memory and concentration
 - Overreaction to sounds
 - Muscle tensions



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Preparatory Measures - Summary

108

- Train and exercise your plans to be prepared for the incident. Create an Incident Management Organisation that suit your needs



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4. IMMEDIATE ACTIONS



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Priorities

110

1. Save lives
2. Damage control/relief
3. Secure organisational values
 - Assets
 - Trademark



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Photo: Clipart

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Immediate Actions

111

- Incident Management is always initiated by a person
- Each individual's actions affect the work
- Conditions to act in a difficult situation varies with each person
 - Experience/lack of experience to take action
 - The will and the ability
 - Authority
 - Organisational culture



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Photo: Svenska Kraftnät

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Alarm

112

- All staff needs to know when to sound the alarm, and who to call
- The decision can be facilitated by using indicators based on
 - Urgent errors
 - Thresholds
 - Decisions
- It's important that all staff is comfortable with reporting incidents in order for these to be addressed
- A delayed alarm could mean the difference between dealing with a minor incident or a full blown disaster



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Escalation

113

- The next step is to start treating the incident according to prepared plans and routines
- Incidents can be approached on a number of interrelated levels
- It is important that all necessary levels of the Incident Management Organisation are addressed



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CASE: US Blackout 2003

Background:

- Power failure in North-eastern and Midwestern US and Ontario, Canada
- The largest supply disruption in North American history – 50 million people affected

Consequences:

- Contaminated water supplies
- Trains stopped
- Factories closed down
- Cellular communications interrupted

Strategy and result:

- IMO's Crisis Management Support Team was communicating with key stakeholders within minutes of the disruption
- Transmission of energy from adjacent systems significantly assisted the restoration
- Most services restored after 48h
- Extended close downs could be avoided by the use of auxiliary power stations



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Source: Blackout – 2003 års omfattande elavbrott – orsaker, konsekvenser och åtgärder, September 2004. EMI,



Immediate Actions

Discussion
Point

115

- What plans and routines does your organisation work by?
 - Alarm methods?
 - Escalation routines?
- How do you work with thresholds when defining situations?
 - In your organisation
 - Across borders



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Immediate Actions - Summary

116

- Saving lives is your first priority
- Incident Management is always initiated by an individual
- Make sure there are clear routines for alarm and escalation



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5. MANAGING THE INCIDENT

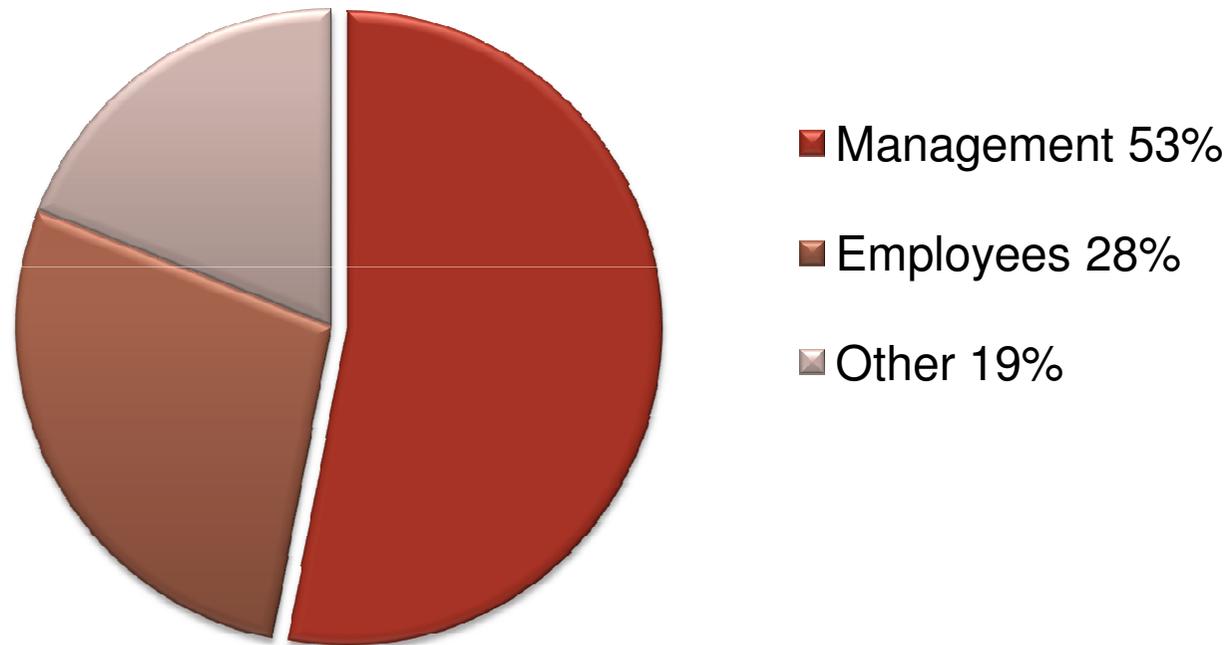


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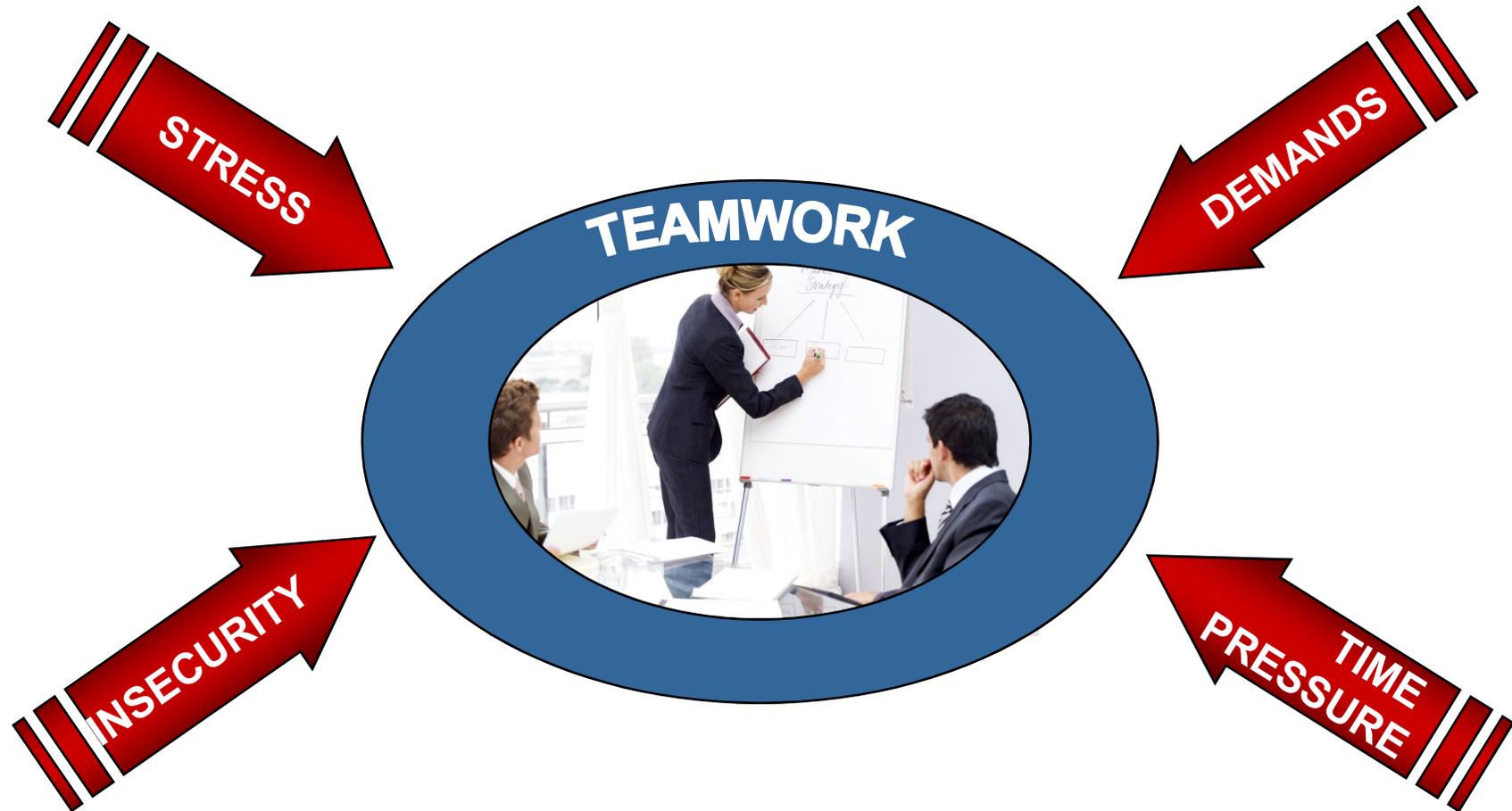


What causes crises



The nature of Incident Management

119



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Important decisions

120

- Important decisions for the Incident Management
 1. Clarify the extent of the incident
 2. Set focus and direction for the Incident Management
 3. Delegate responsibilities within the team
 4. Decide on authority within the team
 5. Decide on a plan of action
 - Short term
 - Long term
 - End State
 6. Decide on when to follow-up on these decisions



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Important Controls

121

- The Incident Management has to control that
 - The **alarm** of the incident is logged and has been executed in the right way
 - The **escalation** of the incident is logged and has been executed in the right way
 - The **initial communication** of the incident is logged and has been executed in the right way
- If these areas have not been executed the right way, they may have to be completed for the Incident Management Organisation to function correctly



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Managing the Incident

Discussion
Point

122

- How does your Incident Management Organisation handle an incident?
- How do you work across borders?
 - Do you believe that situations are understood and approached in the same way across borders?
 - What do you think that a cross-border situation changes in terms of management capabilities?



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Managing the Incident - Summary

123

- Incident Management can be stressful, make sure you make the right decisions by using a structured way of working. Use personalities and group dynamics to your advantage

5. COMMUNICATION MANAGEMENT



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Why Communication Management?

125

“If I lost all of my factories and trucks
but kept the name I could rebuild my business.
If I lost my name, the business would collapse.”

CEO, Coca-Cola

Recovery of reputation takes approximately four years

Burson-Marsteller, 2006



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Why Communication Management?

126

- Rumour grows where there is no information
- The trademark is often the organisations most important asset
- Media, staff, clients etc. require rapid information
- **Organisations must choose to communicate!**



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Source: Communications: Get It Right – the First Time, J Glenn, Continuity Central, Some Myths of Crisis and Issues Communications, C Woodcock, Continuity Central



Communication Policy

127

- The Communication Policy should answer the following questions
 - Why do we communicate?
 - To whom do we give information?
 - What is to be communicated?
 - How do we convey information?
 - When do we give information?

The right information to the right audience at the right time!

Communication Management

128

- There are many parties of interest that needs to be considered
 - Own organisation
 - Employees
 - Authorities
 - Family and friends
 - Clients
 - Owners
 - Partners
 - Insurance companies
 - Suppliers
 - Media
 - Other citizens
 - Leaders of the public opinion



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Picture: Clipart

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Communication Technology

129

- Examples of Common Log Book-systems
 - SUSIE: Swedish power industry's' web based tool for communication and cooperation during crisis
 - Online Information sharing system in BRELL and BALTSO
 - CIM: A web and role based incident management system providing efficient tools for coordination and delegation of tasks, as well as communication (voice, text and e-mail) and log keeping. It also includes action cards and manuals for internal and external information



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Cross-border communication

Discussion
Point

130

- Cross-border communication by systems, phone and meetings is common among European TSOs
 - How does your organisation work?



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Why Communication Management matters

131

- Understand that the media pressure on the organisation will affect everyone working in it – especially those working with the incident
- Know who to turn to for giving and receiving information in different situations
- Know how to share information – what channels to use and how to assess the information



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Communication

Discussion
Point

132

- What are your policies and rules when communicating with:
 - Internal actors and functions?
- Who can say what to whom?
- How does this apply cross-border?



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Communication Management - Summary

133

- Use policies, communication techniques and technologies to make sure your message reaches the right people at the right time



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6. Human Resource Management



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Why HR Management during an incident?

135

“The efforts of the personnel have proven to be decisive for the capability to handle a crisis as well as restore operations”

Swedish Financial Supervisory Authority

Why HR management during an incident?

136

- "Business As Usual" and the Incident Management Organisation consumes resources from the regular organisation
 - This requires prioritisation and planning
- The individuals make the organisation
 - The individual is a part of the organisation at all times, both in normal situations and in a crisis



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Responsibilities

137

- Organisations have a responsibility to safeguard the welfare of employees, contractors, visitors and customers where any incident poses a direct threat to life, livelihood and welfare



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HR policies should cover

138

- Employees
- Consultants
- Visitors
- External parties of interest
- Family and friends
- Relatives
- The public



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Source: Bearbetande samtal – krisstöd, debriefing, stress och konflikthantering, C-O Hammarlund, Photo: Clipart



HR Management routines

139

- HR management can include routines for:
 - Transportation of employees to the work place in case of an incident
 - Taking care of individuals with specific needs, e.g. Support for the disabled
 - Ensuring pay-checks to employees
 - Personnel care and debriefing
 - Support for families (e.g. day-care)
 - Reward and feed-back of “heroic efforts”



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Source: It's the people, stupid..., D Honour, Continuity Central, In the spotlight: the human side of business continuity planning, IBM Global Services, 2006



Psychosocial Support for individuals can be divided into three basic phases

140

1. Immediate efforts

- Physical injuries need treatment – and documentation!
- Relieving conversations
- Communicate/provide the feeling of security and fellowship
- Relief of tasks
- Comradeship

2. Within 72 hours

- Debriefing (when needed)
- Follow-up

3. Follow-up and debriefing when needed within a week

- If more serious cases additional follow-up after three months and a year.



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HR Management Policy

Discussion
Point

141

- What are your policies and routines for taking care of staff during incidents and difficult situations?
- How does this apply cross-border?



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Human Resource Management - Summary

142

- Human Resources are essential for the organisations ability to manage the incident. Take care of them before, during and after the incident

7. RECOVERY AND RETURN



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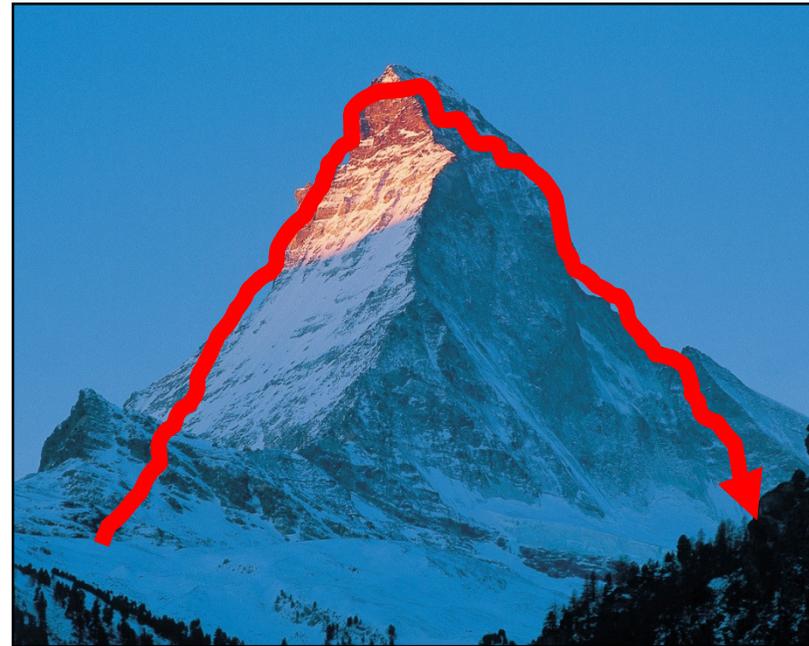
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When is the incident over?

- You are climbing Mount Everest
- What is your objective?

To get down!



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Picture: Clipart

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Return to normal activity

145

Reinforced management is a process that has to be assigned a definitive ending point

- Step 1: Plan for the return in an early stage
 - The objective is to return to normality as early as possible
 - The decision to initiate return must be conveyed to all parties concerned
 - Assign somebody responsible of executing the return



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Return to normal activity

146

- Step 2: Start from prioritised processes and resources needed
 - Investigate and report with support from the documentation generated during the incident
 - Evaluate and decide on possible changes
 - Experience feedback and revise



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Lessons learned

147

- Make a list of:
 - What went well?
 - What went poorly?
 - Which assumptions were made?
 - Were assumptions made with sufficient information?
 - What could have been done better?
- Implement and integrate lessons learned in the organisation



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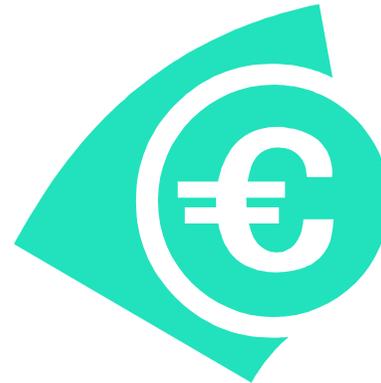
Source: Crisis Management, Harvard Business Essentials



Return to normal activity

148

- Return to normal activity also sheds light on other consequences of the incident
 - Backlog
 - Fraud
 - Market change
 - Business possibilities



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Picture: Clipart

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Recovery and Return

Discussion
Point

149

- European TSOs are highly aware of the need to follow up on incidents and implementing improvements!
- How and when do you decide that the incident is over?
 - In your organisation
 - Cross-border
 - Who decides
- How do you implement lessons learned?
 - In your organisation
 - Cross-border



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Recovery and Return - Summary

150

- Be sure to continuously document during the whole incident for a quick Recovery and Return. The incident may result in backlog and fraud, but also opportunities



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9. INTERNATIONAL CRISIS MANAGEMENT AND INDUSTRY ORGANISATIONS



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EUROPEAN SECURITY

152

- A broad approach to security, within and outside the EU

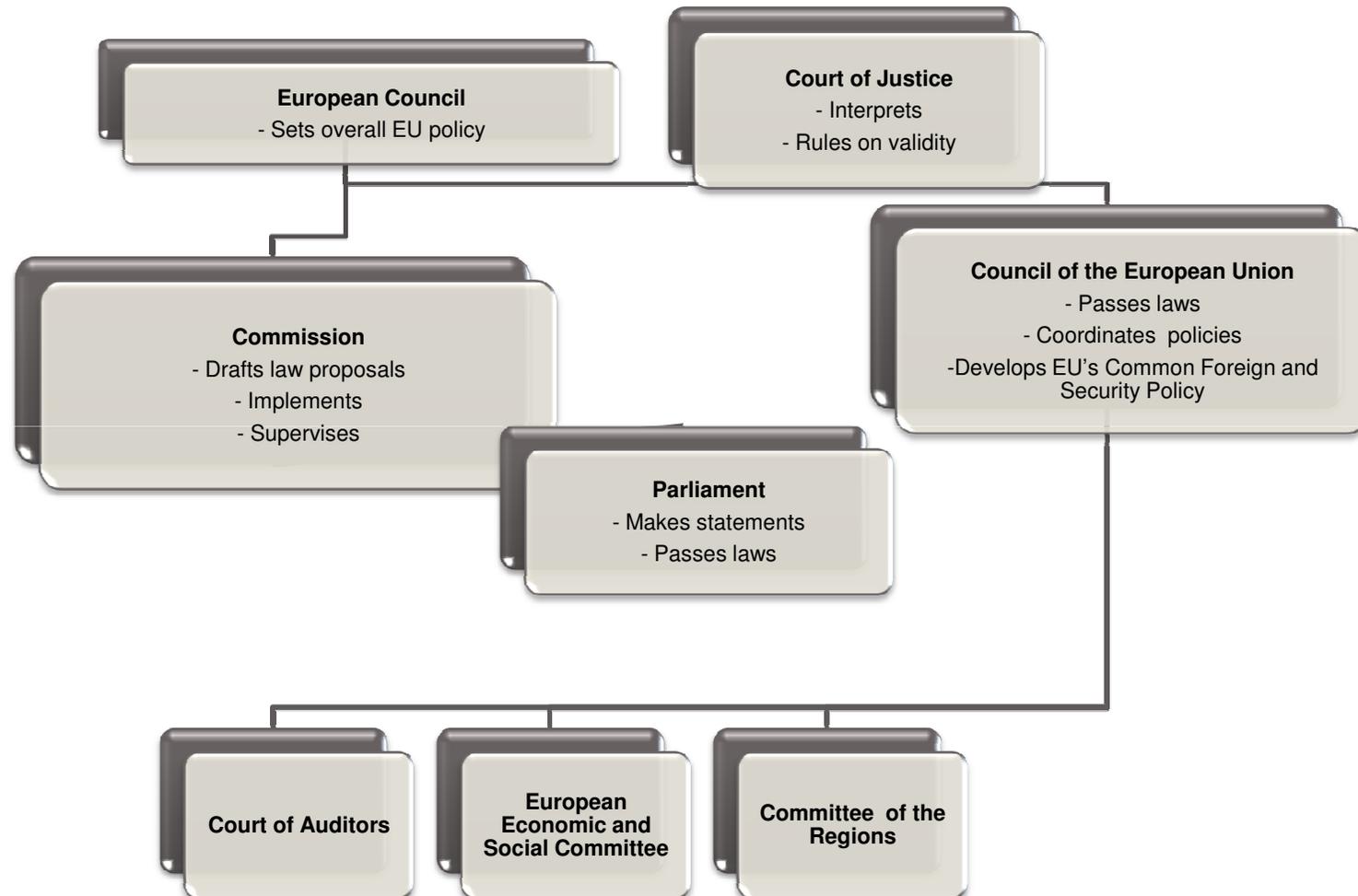
CFSP The Common Foreign and Security Policy

ESDP The European Security and Defence Policy



EU:s institutions

153



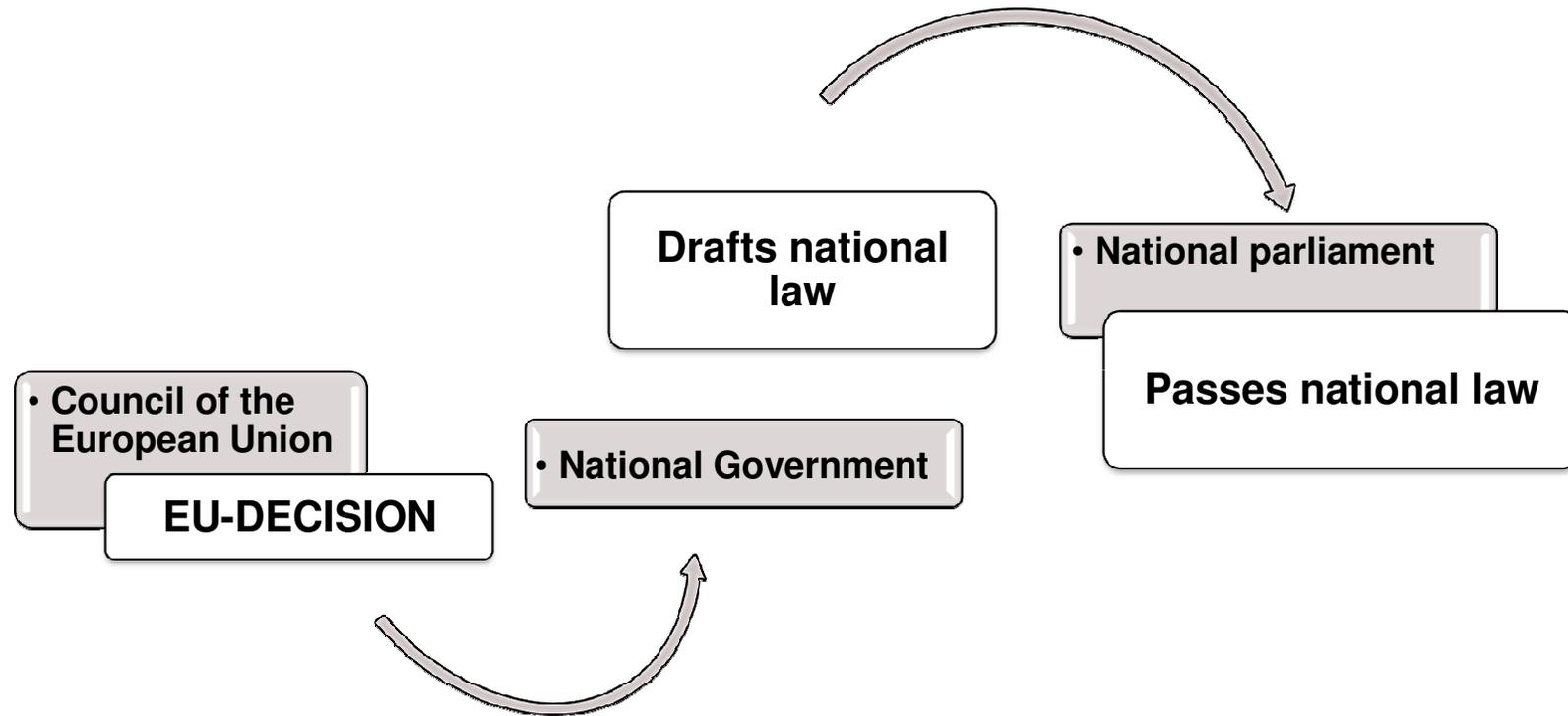
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Decision making



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- EU's common Foreign and Security Policy (CFSP) forms strategies and actions aimed to:
 - safeguard the common values, strengthen the security, preserve the peace, promote international cooperation, and develop the democracy of the Union



ESDP

- European Security and Defence Policy (ESDP) is a part of CFSP and its focus is:
 - a gradual formation of a common defence policy
 - to develop civilian and military capacities for crisis management and conflict prevention at international level, in compatibility with NATO



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How are you affected?

Discussion
Point

157

- Your organisation?
- Cross-border?

Industry Organisations



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Industry Organisations

159

- **ETSO:** European System Transmission Operators
- **UCTE:** The Union for the Co-ordination of Transmission of Electricity
- **CIGRE:** International Council on Large Electric Systems is a worldwide Organisations on Electric Power Systems
- **BALTSO:** The cooperation organisation of Estonian, Latvian and Lithuanian Transmission System operators
- **IEA:** The International Energy Agency
- **Nordel:** The collaboration organisation of the Transmission System Operators of Denmark, Finland, Iceland, Norway and Sweden
- **CENTREL:** The regional group of Czech, Hungarian, Polish and Slovak transmission system operator companies
- **BRELL:** Committee of Belorussian, Russian, Estonian, Latvian and Lithuania transmission system operators



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ETSO

160

- European System Transmission Operators (ETSO) is an International Association that unites independent TSO companies from 32 European countries
- Together these networks supply more than 490 million people with electric energy
- Even though the general activity is set on developing the European market, the organisation is important for the scope of the project as it is an important stakeholder



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Source: www.etsa-net.org

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UCTE

161

- The Union for the Coordination of Transmission of Electricity (UCTE) coordinates the interests of transmission system operators in 24 European countries
- Its objective is to secure the operation of the interconnected power systems
- Through the networks and close cooperation of the UCTE 450 million people are supplied with electric energy



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Source: www.ucte.org

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CIGRE

162

- CIGRE (International Council on Large Electric Systems) is a worldwide Organisations on Electric Power Systems
- The core of CIGRE's mission is planning and operation of power systems, as well as design, construction, maintenance and disposal of HV equipment and plants
- The work of CIGRE covers technical, economic, environmental, organisational and regulatory aspects. The aim is to:
 - Facilitate and the exchange of engineering knowledge and information
 - Raise awareness among managers, decision-makers and regulators regarding the synthesis of CIGRE's work, in the area of electric power



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Source: www.cigre.org

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BALTSO

163

- The cooperation organisation of Estonian, Latvian and Lithuanian Transmission System operators (BALTSO) initiates, develops and implements conditions for reliable operation and interconnection of the electrical energy systems as well as coordinated and safe operation of the electric energy markets of its member countries
- Promotes cooperation and resources between its Members, energy companies of non-Member countries and other relevant organisations and institutions in the Baltic States, in Europe and in the rest of the world



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Source: www.baltso.eu

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- The International Energy Agency (IEA) functions as energy policy advisor to 27 members countries with aim of ensuring reliable, affordable and clean energy for their citizens
- Its mandate incorporates energy security, economic development and environmental protection
- Current work focuses on climate change policies, market reform, energy technology collaboration and outreach to the rest of the world



Nordel

165

- Nordel is the collaboration organisation of the Transmission System Operators of Denmark, Finland, Iceland, Norway and Sweden
- Its objectives are
 - Development of an adequate and robust transmission system
 - Cooperation in the management of the daily system operations to maintain the security of supply and to efficiently use resources across borders
 - European transparency of the TSO information



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Source: www.nordel.org

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BRELL

- TSO Agreement on Parallel Operation of their Energy Systems of Belarus, Russia, Estonia, Latvia and Lithuania
- The aim is:
 - To discuss all actual problems related to operation in the Electrical Ring
 - To develop operational documents regarding control and real time planning for power systems
 - To develop technical documents about security analysis methodology and emergency protection schemes related to operation in the Electrical Ring
 - To develop commercial principles for trade, emergency power exchange and system services



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Source: Baltic Power System Control Centre Ltd.

http://www.sprk.gov.lv/doc_upl/Congestion_management_and_capacity_allocation_methods_used_in_the_Baltic_region_pps



Centrel

167

- CENTREL is the regional group of four transmission system operator companies from Czech Republic, Hungary, Poland and the Slovak Republic
- Objectives and tasks:
 - Efficient use of transmission capacity
 - Enhanced regional cooperation of CENTREL members
 - Promotion of regional interests in the European electricity
 - Developing transmission systems in CENTREL area
 - Reliable operation of common system block
 - Exchange of experience and information



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Source: www.centrel.org

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International Crisis Management and Industry Organisations - Summary

168

- There are a number of institutions, initiatives and Industry Organisations related to Incident Preparedness the organisations should relate to



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SUMMARY



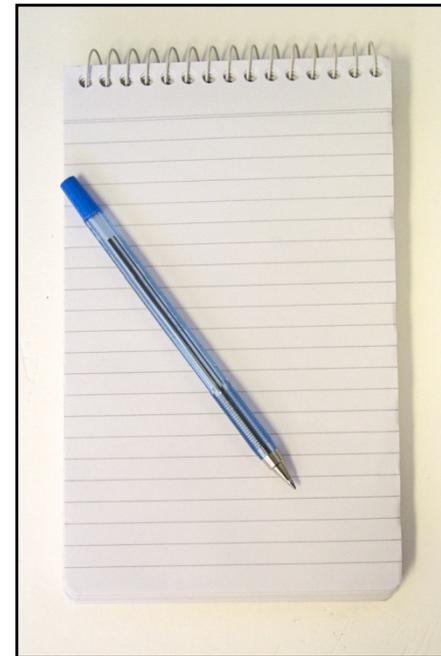
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Make your own list!

- Support your learning process by taking your own notes throughout the summary!
- Try to come up with ideas, comments, and things to improve within your organisation



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Summary of theoretical blocks

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1. When the Unforeseen Happens

2. Incident Preparedness

3. Preparatory Measures

4. Immediate Actions

5. Managing the Incident

6. Communication Management

7. Human Resource Management

8. Recovery and Return

9. International Crisis Management and Industry Organisations



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Summary of theoretical blocks

172

1. When the Unforeseen Happens

Use a structured and holistic framework for Risk Management, Operational Continuity Management and Incident Preparedness.

2. Incident Preparedness

Define what an incident is for your organisation and integrate it with the organisations RM and OCM to create an elastic and resilience organisation.

3. Preparatory Measures

Train and exercise your plans to be prepared for the incident. Create an Incident Management Organisation that suit your needs.



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Summary of theoretical blocks

173

4. Immediate Actions

Saving lives is your first priority. Incident Management is always initiated by an individual. Make sure there are clear routines for alarm and escalation.

5. Managing the Incident

Incident Management can be stressful, make sure you make the right decisions by using a structured way of working. Use personalities and group dynamics to your advantage.

6. Communication Management

Use policies, communication techniques and technologies to make sure your message reaches the right people at the right time.



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Summary of theoretical blocks

174

7. Human Resource Management

Human resources are essential for the organisations ability to manage the incident. Take care of them before, during and after the incident.

8. Recovery and Return

Be sure to continuously document during the whole incident for a quick Recovery and Return. The incident may result in backlog and fraud, but also opportunities.

9. International Crisis Management and Industry Organisations

There are a number of institutions, initiatives and Industry Organisations related to Incident Preparedness the organisations should relate to.



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What is your next step?

Discussion
Point

175

1. When the Unforeseen Happens

2. Incident Preparedness

3. Preparatory Measures

4. Immediate Actions

5. Managing the Incident

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Incident Management

176

- It is very likely that management and managerial functions will eventually handle a major incident
- The ability to handle an incident is an important measurement of a company's management capacity, due to :
 - Large and immediate effects on the "market value" (private sector)
 - Long-term effects on reputation and trust (public and private sector)

It is the management's responsibility to define and follow-up on continuity measures!



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Source: "Reputation and Value – The case of corporate catastrophes", Rory F Knight och Deborah J Pretty 2001



Why Incident Management?

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There are human, moral and ethical reasons ...

There are financial incentives...

Competition is increasing...

There are legal reasons...

There are empirical reasons...

To be well prepared for unexpected events.



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10 common mistakes when handling incidents

178

1. Delayed alarm
 - Fear of false alarm
 - Indecisiveness due to lack of information
 - Lack of authority
 - Inexperience
2. Lack of awareness of the situation
 - The state of "Incident" is defined and declared too late
 - Difficult decisions are postponed
 - The staff is not prepared enough
3. Lack of calm
 - Lack of time for delivery of results, expectations of result too high, too early
 - Constant information pressure and updates required
 - Impatient management and organisation
4. Information overload
 - Problems of collecting, filtering, assessing and analysing information
 - Insufficient resources



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10 common mistakes when handling incidents

5. Mishandled information

- The managements approach to information as a strategic resource and asset
- Lack of preparations
- Lack of updated and well functioning contacts with the media
- Internal information is underestimated
- Board, counterparts and others need adequate and detailed information, continuously

6. Management is operating at the wrong level

- Operational actions instead of tactical and strategical
- Faults in delegation
- The wrong competences in the incident management room
- Lack of preparedness and training among administrative staff



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10 common mistakes when handling incidents

7. Lack of sustainability

- Documentation and logging not properly handled
- No redundancy and substitution for key people
- Incident Management Centre insufficient (lacking technological support, facilities etc.)
- Preparations for follow-up activity not followed
- The importance of follow-up is underestimated and understated

8. Lack of awareness of the surrounding world

- Faulty knowledge of preparedness with counterparts, suppliers and sourcing-partners etc.
- Faulty knowledge regarding external support, (emergency service, responsible ministries and authorities etc.



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10 common mistakes when handling incidents

9. Need to "show off", to look good

- The risk of premature statements regarding results and consequences
- Potential bad will and lost confidence

10. The risk of "scapegoats"

- If the individual does not meet expectations, there is a risk of becoming a scapegoat
- This negatively affects individuals and organisations



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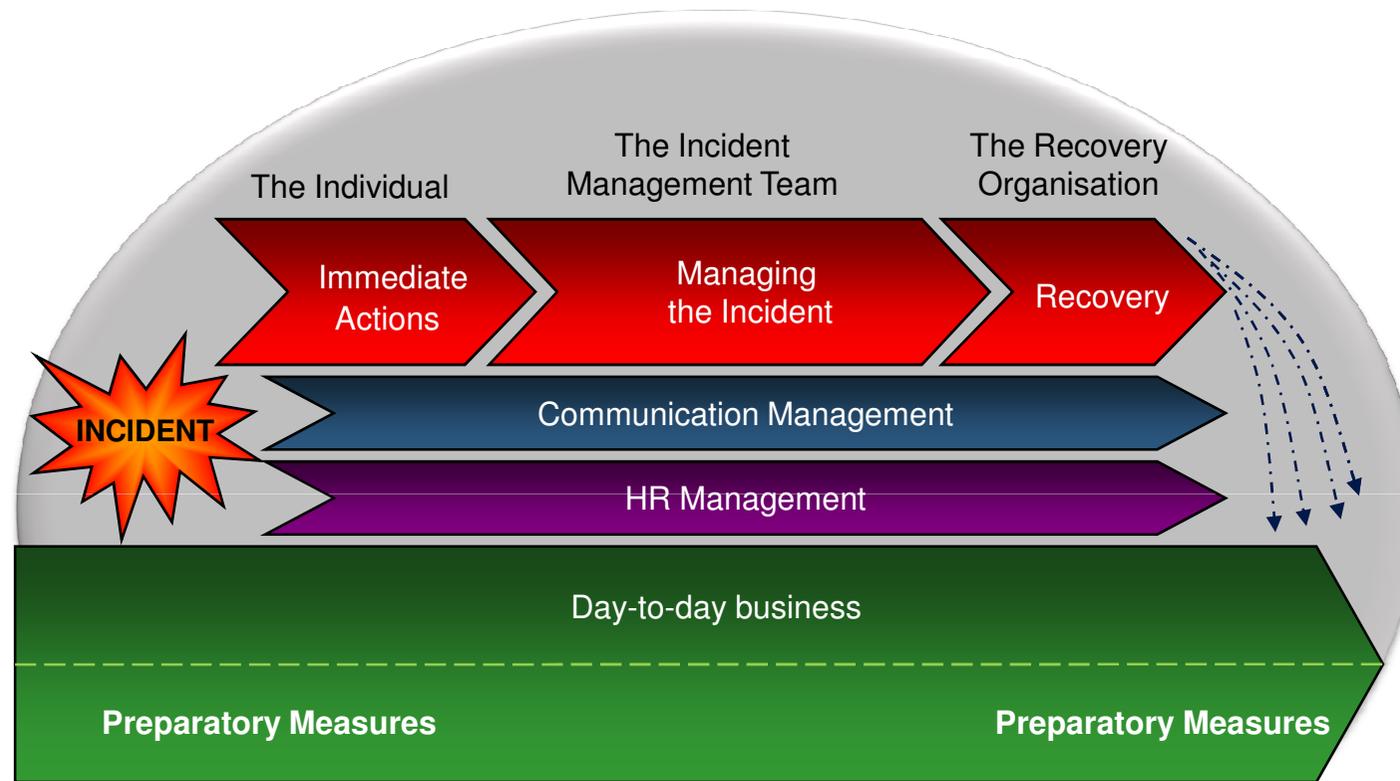
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Photo: 4C Strategies

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Summary: Cross-border Cooperation



CROSS-BORDER COOPERATION



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Summary: Cross-border cooperation

183

1. Planning should be done at domestic level before cooperating with counterparts across borders
2. In an integrated electricity network, cooperation must be done between the parties involved on both sides of the border:
 - Define common goals
 - Plan together
 - Establish communication methods
 - Manage incidents together



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Tools for cooperation

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- Joint groups
- Common documents
- Jointly adopted standards
- Best Practices
- Exercises and Training
- Telephone conferences
- Common internet pages and direct information system connections
- Networking and social activities

**What works
for you?**



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CASE: EPCIP

Measures designed to facilitate the implementation of EPCIP

1. Action Plan
2. Critical Infrastructure Warning Information Network (CIWIN)
3. CIP expert groups at EU level
4. CIP information sharing processes
5. Identification and analysis of interdependencies



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Source: PP EPCIP Madrid 070202, Mats Ekeblom



What is your next step related to cross-border cooperation?

Discussion Point

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1. When the Unforeseen Happens

2. Incident Preparedness

3. Preparatory Measures

4. Immediate Actions

5. Managing the Incident

6. Communication Management

7. Human Resource Management

8. Recovery and Return

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FINAL REFLECTION



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Final reflection

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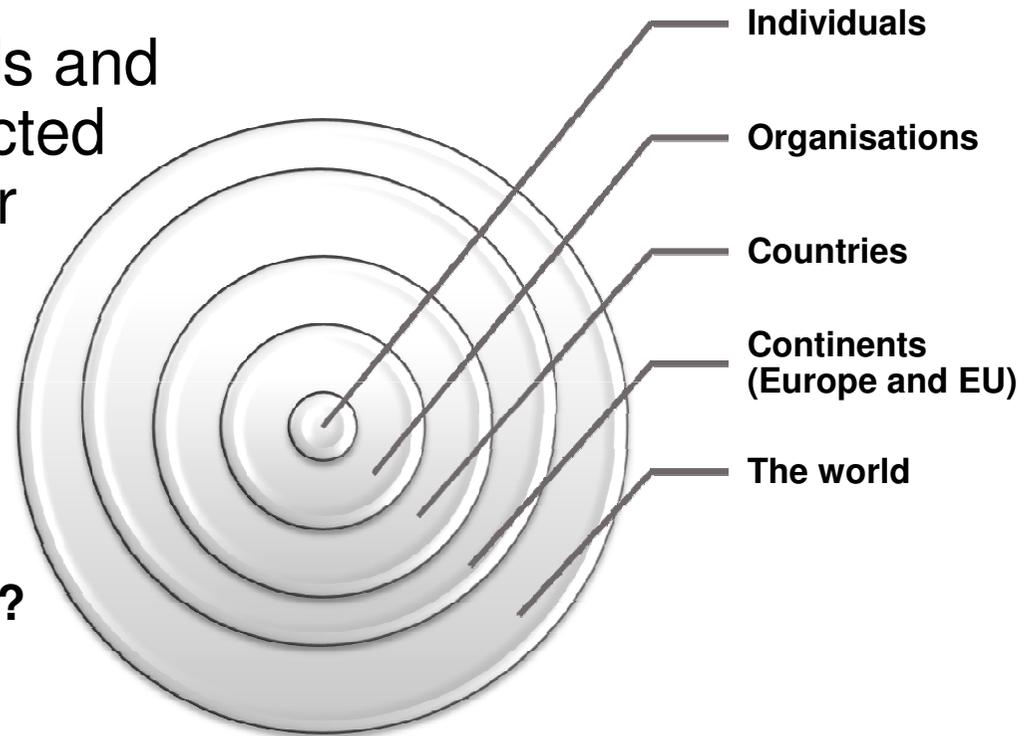
How are individuals and organisations affected by changes in their surroundings?

Natural disasters?

Environmental challenges?

Terrorism?

Sabotage?



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Final reflection

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“...the dispatching system in Slovakia is working very reliably and is able to compensate possible shortages of electricity. But it does not mean that it might be feasible to abstain from crisis planning and management. Just on the contrary, crisis planning is to contribute or ensure the reliability of energy system operation”



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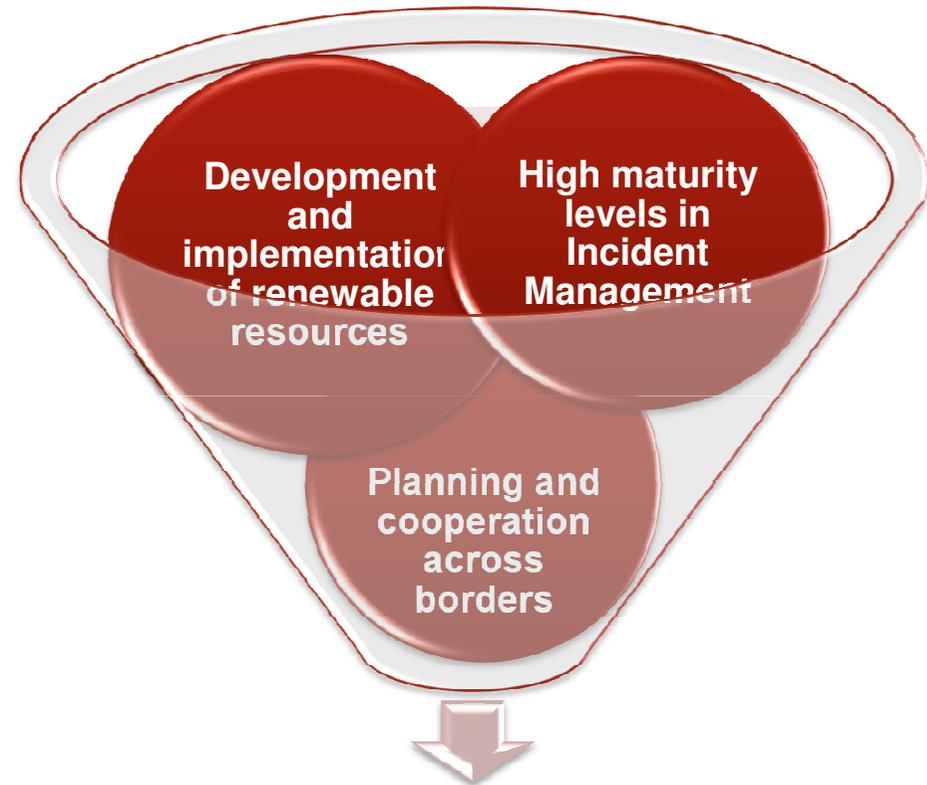
Source: Report on the experiences of Slovakian Transmission System Operators, University of Zilina



Final reflection

190

- In addition to disruptions and other incidents, the energy sector will also face the challenges of sustainable development
- This means great responsibility in providing and implementing solutions



Sustainability and growth



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Source: White Paper on Security of European Electricity Distribution



What is your overall objective?

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Questions

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- Need of clarifications?
- Questions?
- Comments?



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Frequently used abbreviations

CIP	Critical Infrastructure Protection
RM	Risk Management
OCM	Operational Continuity Management
IPOCM	Incident Preparedness and Operational Continuity Management The Publicly Available Standard for Societal Security (ISO PAS 22399)
TSO	Transmission System Officer
HR	Human Resources



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