



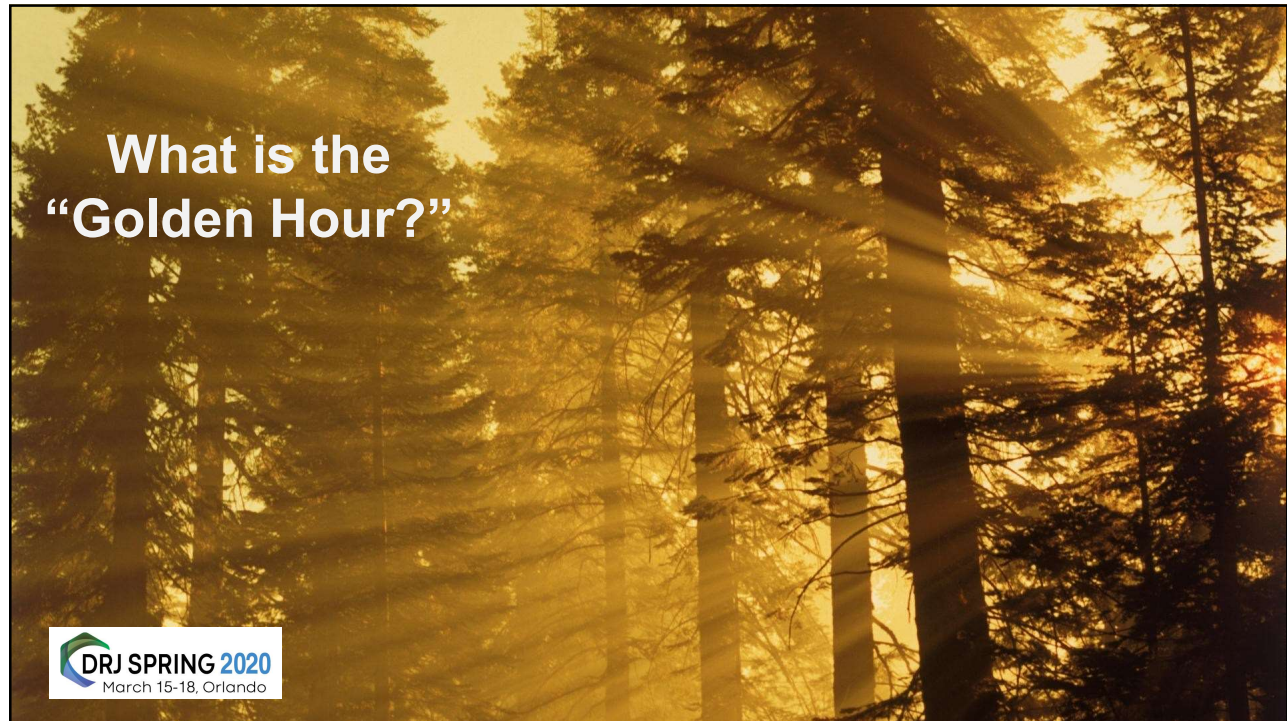
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Agenda

- What is the “Golden Hour?”
- Four Things You Need To Make the Most of Your Golden Hour
 1. Situational Awareness
 2. Assessment Process
 3. Know your “feeders”
 4. Exercise, exercise, exercise
- Wild Card
- Homework Assignment

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Depends on Who You Ask

- If you are a photographer, it is the period shortly after sunrise or before sunset during which daylight is redder and softer than when the sun is higher in the sky



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In Trauma



- The *golden hour* refers to the period of time following a **traumatic** injury during which there is the highest likelihood that prompt medical and surgical treatment will prevent death

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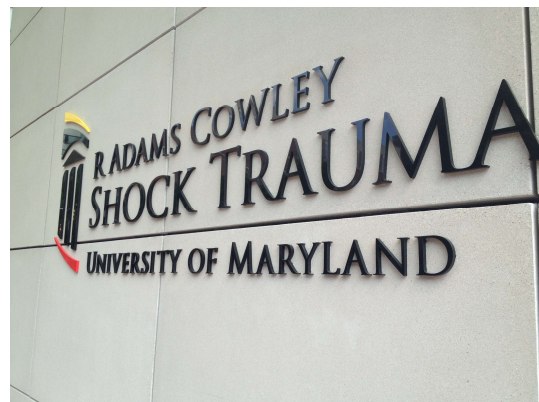
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R. Adams Cowley MD

- Dr. Cowley, the pioneer of this concept and the “Father of Trauma Medicine,” is known for:
 - Creating the first trauma center (1958)
 - Being a leader in the use of helicopters for medical evacuations of civilians (1969)
 - Founding the nation's first statewide EMS system and the National Study Center for Trauma and EMS (1972)
 - Being one of the first surgeons to perform open heart surgery



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"There is a golden hour between life and death. If you are critically injured, you have less than 60 minutes to survive. You might not die right then; it may be three days or two weeks later — but something has happened in your body that is irreparable."

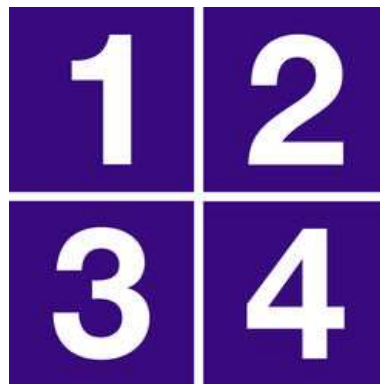
R Adams Cowley, MD



Dr. Cowley's Definition Applies to a Crisis

- What you do in those first few moments, minutes and first hour will lay down the foundation to your response...and may make the difference between an incident and a real crisis

Four Things You Need



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Four Things You Need

- What do you need to make the most of your Golden Hour? There are four things that are essential to make the most of the Golden Hour:
 1. Situational Awareness
 2. A comprehensive assessment process
 3. Know your “feeders” and include them in the crisis management program
 4. Exercises that test it all

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Situational Awareness Required to Manage a Crisis

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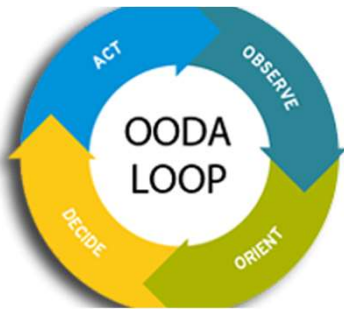


Definition

- Situational Awareness is the ability to identify, process, and comprehend the critical elements of information regarding an incident
 - It's *knowing what is going on around you*
- Situational awareness requires two distinct activities:
 - Collect: Observe, acquire and compile the information
 - Process: Assess the information and orient yourself to the possible impacts

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Colonel John Boyd and the OODA Loop



- Colonel John Boyd was a remarkable individual in American military history
- He developed the O.O.D.A. (observe, orient, decide, and act) concept, which is the inherent decision-making process that every individual performs
- He taught pilots the OODA Loop, which helped them to quickly adapt to rapidly changing situations
 - At the heart of the OODA loop is situational awareness
 - just like your crisis management team

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Observe – Orient – Decide - Act

- Observe – While approximately 80% of the information we receive comes from our sense of sight, we can and do make observations with our other senses. For instance, you might hear a gunshot and not see the person who fired it.
- Orient – Once you look and see the source of the gunfire, you are now orienting yourself. You are now focusing your attention on what you have just observed.
- Decide – You have to make a decision on what to do about what you have just observed and what caused you to focus your attention on the incident.
- Act – Once you have made a decision, you need to do something.

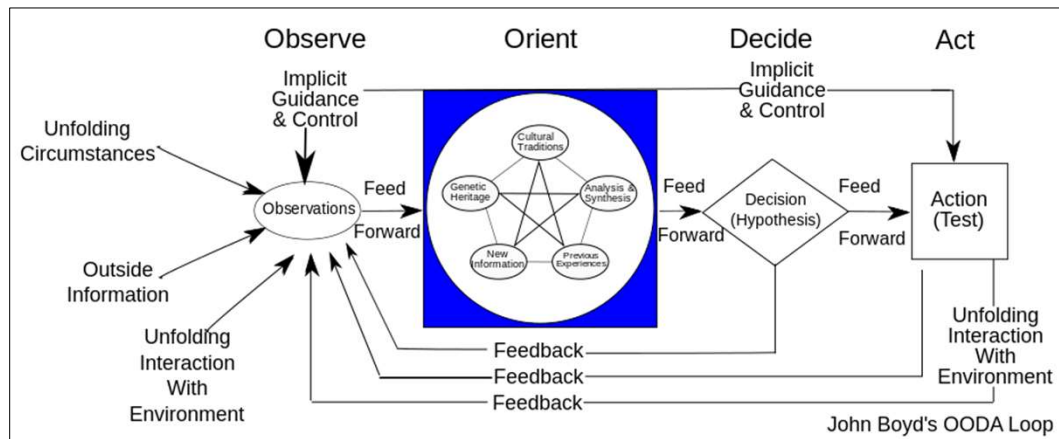
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OODA Loop



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Situational Awareness

- Gather "situational awareness"
 - What do you know?
 - What or who is impacted?
 - Are employees affected (injured, deaths)?
 - Are customers, visitors, or vendors affected?
 - Which facilities are impacted?
 - Are there impacts to the organization's technology assets?
 - Are there impacts to critical business processes?
 - What about impacts to the organization's brand and reputation?
 - Could this get worse? What are the forecasts, expectations?

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Drinking Out of a Fire Hose

- How do you manage all the information? Carefully and hopefully with a plan and tools that have been thought out and practiced in advance.
- You need to consider these questions :
 - Who are your information sources, where do you find them and who do you trust?
 - How do you assess the information?
 - How can you validate the information?
 - How do you display it in a meaningful way so that decision makers can take in the information, make decisions and then act?

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Gather and Verify Information

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Internal Sources

- Internal sources: Available only to your organization and is from within the organization
- There are two types of information sources within organizations: formal and informal

Formal Internal Sources

- Formal information sources are well-established groups with a clear mission. A classic example in a company are command or operations centers. Many organizations have 24-hour command centers for a variety of different functions:
 - Security Operations Centers (SOC)
 - Network Operations Centers (NOC)
 - Supply Chain Monitoring
 - Customer Service Centers servicing your customers
 - Employee Hotlines receiving information, often confidentially, from employees
 - Claims Centers
 - Customer hotlines

Informal Internal Sources

- Within a business environment, *informal communication* is sometimes called the grapevine and might come from conversations, electronic mails, text messages and phone calls between socializing employees
 - Information that is shared on 'the grapevine' travels quickly, facts may be wrong or distorted, which can lead to the rapid spread of false rumors
- Informal communication methods have no principle structure and obey no 'rules' - it goes randomly from one topic to another; it can be accurate or perhaps not
- The risk with informal communication is that false information can be easily spread

Primary External Information Sources

- Primary external sources can be entities such emergency responders or government agencies and other verified external providers.
 - Local Fire, Police or Emergency Medical Services (EMS)
 - Federal government agencies such as FBI, Department of Homeland Security (DHS) or United States Cyber Command
 - State Office of Emergency Services (OES)
 - County OES
 - Global Risk Data providers
 - Geographic information systems (GIS) modeling
 - Global medical information
 - Weather information
 - Real time employee travel data



Secondary External Information Sources

- A secondary source of information is one that was created later by someone who likely did not experience first-hand or participate in the events. The internet has mounds of information available – but that doesn't mean it is accurate. You do, however, need to carefully review and validate the information.
 - News sites (E.g. New York Times, Wall Street Journal, Bloomberg News)
 - Social media (E.g. Facebook, Twitter, LinkedIn, Instagram)
 - Chat rooms that follow your industry
 - Blogs (E.g. Brian Krebs for information/cyber security)
 - Websites that review organizations (E.g. GlassDoor)
 - Sites that specifically follow your organization or business

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As you Gather So Must You Verify

- When you get any data, how do you know if it is accurate?
 - Use reliable sources
 - Use multiple sources
 - Compare notes and sources to verify the accuracy of information
- Even with verifying, the information still could change or be proven inaccurate over time
 - Use reliable methods to validate and if later found wrong, advise leaders and adjust strategic and tactical plans as necessary

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Your Task

- Determine your sources now
 - Internal and external
- Decide your tools and processes for validation
- Develop effective ways to display the information so that leaders can use it to make decisions



Who? And What?

- Who... comes together when an incident occurs?
- Who... makes the decision to activate plans and teams?
- What... is the criteria that they use?
 - Is this documented?
 - Is it practiced?



Incident Assessment Team (IAT)

- Determine who should be on the team
- Team's responsibilities:
 - Conduct initial assessment
 - Review the criteria and escalation strategies for plan activation
 - Determine whether to activate plan
 - Note: Any of the members can activate the plan and the team
- Communication:
 - Determine how the team learns of an incident
 - How and where they convene



Situational Awareness

- First, gather “situational awareness”
 - What do you know?
 - What is impacted?
 - Are employees injured?
 - Are customers, visitors, or vendors affected?
 - Which facility? Other locations?
 - Are there impacts to the business?
 - What about impacts to the organization’s reputation?
 - What is the effect of the incident?



Initial Discussion

- What type of event is it?
 - Local event? Example: Limited power outage, fire
 - Regional event? Example: Flooding, earthquake
 - National event? Example: 9/11
 - International? Example: Tsunami, flooding, typhoons

Assessment Criteria – Five Things

- **People:** Are lives in danger? Is there a life safety issue? Is there an impact to your employees, customers, vendors, or visitors?
- **Facilities/Critical infrastructure:** Is a facility or critical infrastructure component at risk?
- **Technology:** Is there a disruption of technology services (e.g., telecom, network, data center)? Is there an information security issue?
- **Business Operations:** Are you able to perform your time-sensitive / mission-critical business activities? Does the event impact your customers? Does the situation have a significant financial impact to the company?
- **Company or facility reputation/brand/mission-critical activities:** Does the event have an impact on the organization's reputation? Does the situation significantly impact customers or employees?

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Incident Levels – Shorthand

Incident Level	Impact	Example
Level 4 Minor Impact	Minor	<ul style="list-style-type: none"> Isolated medical incident Small water leak Isolated physical security incident
Level 3 Limited Impact	Limited	<ul style="list-style-type: none"> Small fire, very limited damage Unexpected short-term power outage Multiple injuries Physical security incident, minor business impact IT disruption affecting some areas
Level 2 Moderate Impact	Moderate to Severe	<ul style="list-style-type: none"> Inability to perform some critical business functions Impact to a company facility IT disruption affecting multiple business units Hazardous material spill in critical area or outside the building Terrorism affecting region
Level 1 Major Impact	Major	<ul style="list-style-type: none"> Bomb/explosion Catastrophic fire Major earthquake Major cyberattack resulting in major impacts to business Active shooter

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Assessment Process

- Review situational awareness
- What is the severity level?
- Review the criteria. Does the incident meet activation criteria?
 - If yes:
 - Activate the Crisis Management Plan (CMP)
 - Activate the Emergency Operations Center (EOC)
 - Determine if it should be in the primary or secondary location, or if it should be a virtual EOC or both
 - Once the team is activated, the IAT folds into the Crisis Management Team
 - Inform the Executive Crisis Management Team
 - If no:
 - Should the situation be monitored?
 - If yes, determine who on the IAT is in charge of monitoring, when the next briefing will be, and where will it be held
 - If no, follow up using standard business practices

“Feeders”



So What is a Feeder?

- Great question!
- There are two ways we look at that:
 - Every location
 - Where are your issues likely to come from and do they already have a process? Examples:
 - Security Operations Center
 - Network Operations Center
 - Info Sec Team



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Tiers

- We look at all of your locations and divide them into tiers.
 - Every tier has a crisis management team and incident assessment process
 - Tier one has everything
 - Tier two has less
 - Tier three may just have a few people and a one-page plan



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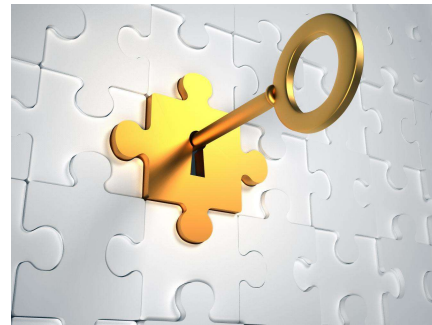
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The Key

- The key thing is to make sure that the criteria for ***all*** of the possible “feeders” has a simple *caveat*:
 - if an issue has the potential to have impact beyond their four walls, they reach out. Examples:
 - Impact the organization’s brand and reputation
 - Impact another department’s ability to do critical business operations (downstream and upstream)



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Cultural Shift

- This usually requires a cultural shift in any organization
- Everybody wants to:
 - Fix it themselves
 - Hold their cards close to their chest
 - Pray that it goes away or
 - Hope nobody will hear about it
- Give people permission to report/require to report – no fault



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The Most Important Part of Your Job

- Exercises!
- We all think we understand our plan and our role until we have to do it
- You can change behavior, deepen knowledge and experience and actually change your company with a well-designed exercise...really!

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Progress of the Exercise Experience

- Start with a simple orientation exercise
- Progress to a basic tabletop
- Then an advanced tabletop
- And maybe move to a functional exercise



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Impact of Social Media






Instagram






WhatsApp









G+






YouTube






facebook



tumblr.



WordPress

 **WordPress**


You Tube




facebook



tumblr.

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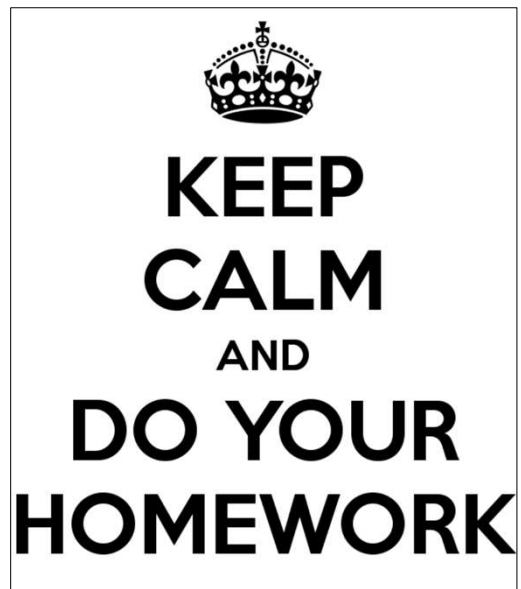
Homework Assignment



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Homework Assignment

- Research how you are currently gaining situational awareness
- Review your incident assessment process
- Find your feeders: Map your world
- Discover your gaps and fill them
- Practice, practice, practice...in other words **exercise**



Thank you

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