

MANAGING CRISES A TWO DAY COURSE

Achieving excellence through security



BurrillGreen

VALUE FROM SECURITY





*“Let’s not pretend that things will change if we keep doing the same things.
A crisis can be a real blessing to any person, to any nation.
For all crises bring progress.”*

Albert Einstein

WHO SHOULD ATTEND?

- Private Sector Chief Security Officers (CSO) and Regional Security Managers
- Government / Public Sector Senior Security Managers
- Any senior Public Sector Security Manager considering a career move into the private sector (including but not limited to law enforcement, military and intelligence)
- Audit Managers, Risk Managers, HR Managers, Supply Chain Managers, Compliance Managers, Insurance Managers, and Legal Counsel
- Board Directors and Senior Managers with line management responsibility for Security Managers

COURSE DIRECTORS

- **DAVID BURRILL** has been a professional international Intelligence and Security operator/manager for most of his professional life. On retiring from the military in 1992, having held the appointment of Deputy Director Intelligence Corps, and Chief of Staff Intelligence and Security Centre of the UK Armed Forces, he joined BAT Industries, a major global insurance and tobacco conglomerate, and subsequently on de-merger, British American Tobacco (the world's second largest quoted tobacco group - with presence in 180+ countries), as Head of Security. David, who is a Freeman of the City of London, has had close and regular contact with the private security sector for over some 26 years.
- **JOHN HEDLEY** served for 26 years in the British Diplomatic Service, including postings to British Embassies in Sweden, South Africa, Spain and Mexico. He has a particular expertise in political analysis and counter-terrorism. He is a fluent French and Spanish speaker. In the private sector, John worked in cargo security with TRI-MEX International, specialising in satellite tracking of high-value, high-risk cargo across Europe. He also built the EUROWATCH network of security companies, providing real-time cross-border response to car and truck theft. In 2003 he was recruited by Nestlé, to be their first Head of Group Security. Subsequently, John was appointed Global Head of Security of the International Air Transport Association (IATA). John designed and developed the corporate security strategy and built and directed a team of some 40+ security professionals working across the globe on issues such as counterfeit, extortion, theft, fraud, kidnap, crisis management, emergency evacuations, expatriate travel programmes, staff security awareness, pandemic preparation, manned guarding efficiency, workplace violence, etc.



SUMMARY OF SYLLABUS- DAY ONE

MORNING

PRINCIPLES AND CHALLENGES

- DEFINING A CRISIS
 - When does a problem become a crisis?
- CATEGORISING CRISES
 - Is it merely serious or potentially/actually catastrophic?
- CRISES AS DEFINING MOMENTS FOR COMPANIES AND INDIVIDUALS
 - Recent / historical examples demonstrate the benefits and dangers.
- CRISES AS OPPORTUNITIES
 - Companies can emerge stronger by effective crisis management
- PREDICTABLE / UNPREDICTABLE CRISES
 - Conducting Risk & Threat Assessments, developing Risk Management Policies.
- TYPES OF CRISES
 - Flexible response models are required according to the type of crisis developing, for example:
 - Natural disaster / pandemic
 - Catastrophic accident
 - Terrorist act
 - Kidnap for Ransom
 - Extortion / Organised crime
 - Product contamination / recall
 - Environmental disaster
 - Loss of IT
 - Compliance failure

AFTERNOON

STRATEGY, POLICY AND PLANNING

- BUSINESS RESILIENCE, CONTINUITY AND RECOVERY PLANS
 - How to design and implement a planning framework to ensure your company's survival.
- PREPARING FOR THE PREDICTABLE AND UNPREDICTABLE
 - Risk-based Contingency Planning, Worst-case Scenario Planning.
- CRISIS TEAM(S) MEMBERSHIP
 - Who should be involved and the levels of training required.
- DECISION-MAKING
 - Ensuring decisions are timely and informed. Structuring the crisis team to provide for collective or hierarchical decision-taking.
- COMMUNICATION
 - Establishing effective internal and external lines of communication to facilitate response and protect the company's reputation.
- THE FIRST HOURS
 - How to select and train first responders who can make a decisive difference in the early stages of a crisis.
- EXTERNAL CONSULTANTS
 - The advantages and disadvantages of using external expertise. How to select the right specialist service provider and how to manage them.
- PRACTICALITIES
 - Every crisis requires human resources and physical infrastructure. How to plan in a cost-effective manner within limited budgets.
- LEARNING THE LESSONS
 - Ensuring that the right people draw the right conclusions from the experience in order to improve future preparedness.
- EXERCISE
 - Delegates work in syndicates to produce a Crisis Management flow-chart for their industry.

SUMMARY OF SYLLABUS- DAY TWO

CRISES AND PEOPLE

- MANAGING STRESS
 - Exploring the human impact of crises and examining the techniques for mitigating the effect by helping people to deal with trauma.

CRISIS SCENARIO PRESENTATIONS AND EXERCISES

- The Course becomes increasingly interactive and intense as delegates are confronted with a number of crisis scenarios, based upon real incidents, selected from the following:
 - NATURAL DISASTERS:
How best to prepare for the unpredictable. How to respond when a natural disaster strikes (flood, earthquake, tsunami). Delegates work interactively and collectively in a rapidly-developing scenario to achieve the best outcome for their companies and work colleagues.
 - PANDEMIC
Some crises develop more slowly. Delegates work in task-forces to prepare contingencies, implement protective counter-measures and ensure business resilience as an international pandemic spreads and intensifies.
 - PRODUCT CONTAMINATION & RECALL
Whether it is motor cars, pharmaceuticals or food, a faulty or contaminated product means a company's reputation is on the line. Delegates work interactively to develop and implement damage limitation policies and ultimately enhance the company's public image.
 - ENVIRONMENTAL DISASTER
Oil companies have recently learned to their cost that mistakes in managing an environmental disaster can threaten the very survival of companies and terminate senior management careers. Working together as members of the senior management team, delegates are confronted with the political,

environmental and production impacts of an avoidable disaster. Hard choices have to be made.

- KIDNAP FOR RANSOM
A sudden disappearance is traumatic for the victim, the family and the employer. Managing a kidnap professionally can be a life-saving skill. Delegates form teams to manage the early hours of a kidnap and to prepare for a long-term negotiation. The human aspect of kidnap management is often overlooked.



- CIVIL UNREST & EVACUATION
Recent events in North Africa highlight the need for effective planning and preparation to protect staff from civil unrest and/or violent attack and to organise safe evacuations from conflict zones. Delegates work as a crisis committee to decide how best to respond to a developing break-down of law and order descending into civil war, to determine what external help may be needed and how to ensure effective communications.
- OPEN FORUM
In the closing session, delegates are invited to debate any of the issues raised during the course and to raise any topics of special interest to themselves or their companies.



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