

The People Side of Disaster Preparedness

Leading Your People Through an Event

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Agenda

- The Value Proposition
- A Look at Leadership Competencies
- Special Manager Training
- Role of Human Resources
- Contingent Policies and Programs
- Importance of Personal Preparedness

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The First Interstate Building Fire



People: The Value Proposition

Care \longrightarrow Productivity = Profitability



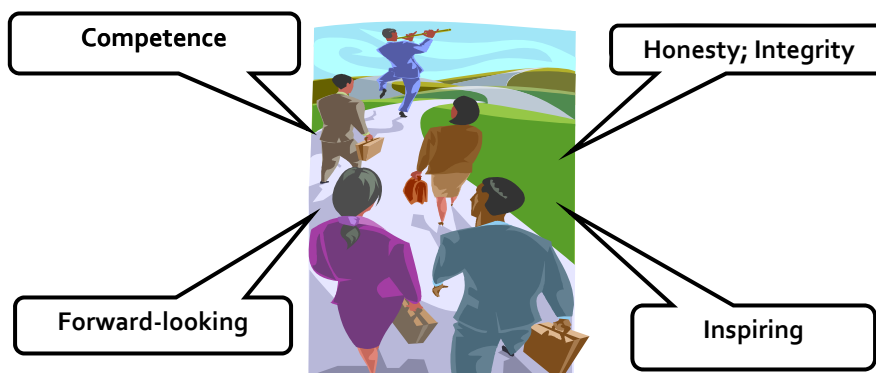
Aftermath & HR's Intervention

- Two goals
 - Business:
 - Positive impact on Worker's Comp
 - Keep business going
 - get all levels of employees back to productivity levels
 - People
 - Learning different approaches to
 - Coaching and Counseling
 - Discipline



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A Look at Leadership Competencies

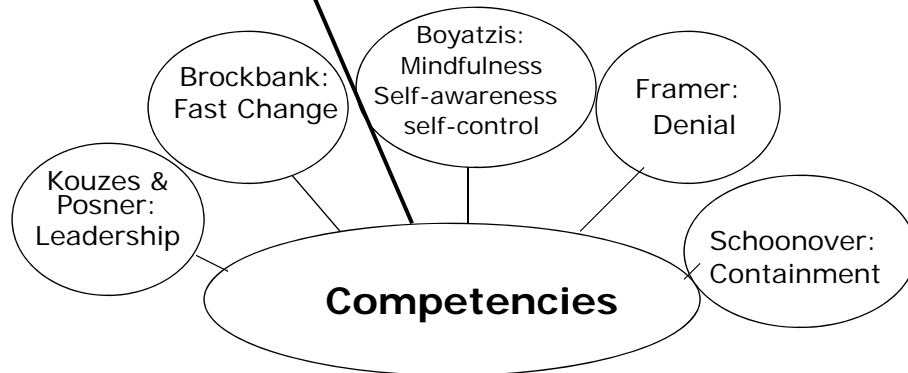


= Credibility & Trust

What Competencies You Need

Preparing

Responding



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Competencies: Kouzes & Posner

- Leaders
 - Inspire you to go where you did not know you wanted to go
 - Inspire a shared vision
 - Model the way
 - Enable others to act
 - Encourage the heart



The Leadership Challenge Kouzes & Posner

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Competencies: Brockbank

- **Fast Change**
 - *Able to:*
 - Manage quickly and make fast decisions
 - Facilitate change processes
 - Ensure resource availability for change efforts
 - Determine when & how to modify change in direction – in regular ops & in a catastrophe
 - **Attributes:**
 - Self confidence
 - Risk-taking

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Competencies: Boyatzis

When Disaster Strikes

- **Mindfulness**
 - Emotional awareness
 - Empathy
 - Keen sense of one's surroundings
- **Self-awareness & Self-control**
 - Think quickly
 - Remain somewhat dispassionate
 - Instill hope through verbal & nonverbal means

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Competencies: Framer

- Power of Denial (*This can't be happening!*)
 - Can be an inner resource
 - Turn fight-or-flight into internal energy used to regain your self-control



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Competencies: Schoonover

- Containment
 - Ability to be somewhat dispassionate but connected to those around you
 - Set boundaries for behaviors & action of self & others
 - Calm people – soothing voice
 - Break tension through emotional release, dark humor

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Preparing Managers for Disasters

- Understand things will *be different*
 - Prepare Managers to
 - Understand their own behaviors
 - Recognize changes in employee behavior
 - Deal with employees on an individual basis
 - Tie interventions to an EAP/Behavioral Health

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Manager Training

- Two Phases
 - Now
 - Special approaches to coaching and counseling
 - Special employee performance issues
 - Power of employee assistance
 - When it happens
 - Stress reduction
 - Face time w/ employees
 - Scheduling fun time occasionally

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Manager Training

Special Approaches to Coaching & Counseling

- Employees may
 - Be affected differently than you
 - Recover differently than you
 - Act differently than they have prior to the incident
 - Respond to co-workers strangely

Manager's responses need to be a
"different than usual" approach to discipline

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Manager Training:

Special Employee Performance Issues

(Different than usual progressive discipline)

- First Step: Where is employee in dealing with the trauma of the situation? (Grief Cycle)
 - Emphasis first on *Counseling* and referral to EAP to deal with the employee's issues
 - Listening skills –empathic, firm but fair



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Manager Training: Special Employee Performance Issues

- **Second Step**
 - Face to face – warning and referral to EAP, Leave of Absence?
 - If employee cannot or will not take steps to regain self-control, consult with HR for appropriate next step

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Role of Human Resources

- **What is the role of HR in your Emergency Preparedness Planning today?**
 - Active – Passive? Not at all?
 - What could it be?
 - What should it be?

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Role of Human Resources

What Can it be?

- *Key driver of your core team; Responsible for*
 - HR policies
 - Contingent policies
 - Manager training
 - EAP/Behavioral health interventions
 - Employee engagement

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HR Issues: Where to Start

How do you care for/about your employees?

- Compensation – above–at–below market?
- Benefits – a lot, some – well.....
- Time off with pay – above at–below market
- Mental and Physical health
- Morale
- Supervisory/managerial skills
- Communication

Your people philosophy serves as foundation for contingent policies and programs!

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Contingent HR *Policies/Procedures*

- Plan in advance
 - How to get pay to people
 - Pay or not pay for time not able to work
 - Transportation, lodging, food
 - Hazard pay
 - Use of vacation pay
 - Time-keeping and payroll processing
 - Work reassignment

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Contingent HR *Programs*

- Special
 - Mental Health Days off; work at home
 - Departmental picnics
- Employee Morale – brainstorm ideas
 - Fun things, Pizza breaks, ice cream socials

Not frivolity – break the tension – opportunity to laugh

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Employee Engagement

- Think in advance about employee's need to
 - Mourn, grieve and pay tribute to those who lose lives
 - Give blood, collect clothing and books
 - Attend funerals
 - Create memorials
 - Give up sick leave/vacation time to others in desperate need
 - Set up foundations and contribute dollars

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Accelerating Recovery

- Recognize you're creating a *new "normal."*
 - The old Normal will never return
- Make life as easy as possible for people.
- Take symbolic actions.
- Let people tell their stories – at least for a short while
- Encourage use of EAP/behavioral health.
- Do debriefs.
- Take care of yourself.

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Personal Preparedness

- Critical for employees and families to be prepared in advance for natural disasters
 - Fire Depts. run CERT programs
 - (Community Emergency Response Teams) training
 - It is free and they will come to you and train employees
 - Have a Preparedness Fair on premises
 - Your local Red Cross has training and other aids
 - Plan for your pets
 - www.ready.gov has ReadyFamilies and ReadyKids on its website.

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Next Steps: Working Together

- Review HR's role in your planning
- Work with HR if you don't have contingent policies and programs
- Look at your current management training efforts on performance management
- Identify Behavioral Health resources in your area if you don't have them

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