



The Human Factor

Disasters and the Corporate Environment

KPMG LLP

AUDIT ■ TAX ■ ADVISORY



“Safety First” is always the primary objective in planning and responding to an event. Drills and actual events have shown the human factor is not always predictable.

This session will provide lessons learned regarding the human factor throughout the business continuity process (i.e, Emergency Preparedness and Response, Crisis Management, Disaster Recovery, Business Resumption, etc.), as well as some of the ‘tools’ that can be applied.

Come join this interactive session and share your experiences as well.

Highlights



- **Two-Way Street**
- **Training, Awareness, and Exercising**
- **Emergency Preparedness and Response**
- **Crisis Management**
- **Disaster Recovery**
- **Business Resumption**
- **Conclusion**

Two-Way Street



- **Expectations versus Reality**

- Corporate

- Critical Operations
- Safety First
- Key Staffing

- Employee

- Self-Preservation
- Family First
- Job / Paycheck



Training, Awareness, and Exercising . . .

● Foundation

- Establish Policies and Procedures

● Training

- Discuss
- Demonstrate
- Hands-On

Tell Them
Show Them
Have Them Do It

Corporate Policies and Procedures

ABC Corporation is committed to Business Continuity and has established the policies and procedures contained in this brochure to evidence this fact.

People, Property, and Process are the primary concerns of ABC Corporation during an event.

Policy
ABC Corporation is committed to Business Continuity and has established the policies and procedures contained in this brochure to evidence this fact. People, Property, and Process are the primary concerns of ABC Corporation during an event.

Procedures
1.1 ABC Corporation is committed to Business Continuity and has established the policies and procedures contained in this brochure to evidence this fact. People, Property, and Process are the primary concerns of ABC Corporation during an event.

1.2 These policies and procedures are evidence to this fact. People, property, and process are the primary concerns of ABC Corporation during an event.

● Awareness

- New Employee Orientation
- Daily Corporate Environment
 - Tools: Badges, Wallet Cards, Visitor Safety Instructions, Etc.

● Exercise

- Improve with Each Opportunity

Samples . . .



Employee Company Badge

Corporate Communications
24x7 - Daniel Webster, VP
800-555-1234

Employee Hotline
888-555-6789
(404) 555-9876

Visitor Badge

Should an emergency occur,
follow the directions of your host.

Security Office
877-555-6789
(404) 555-4321

Initial Event Questions Wallet Card

What happened?

- First or Second-hand information?
- Who provided / how accurate?

How bad is it?

People

- On-going danger?
- Injuries or deaths? How confirmed?
- Trauma?

Property

- What damage has occurred?

Critical Processes

- Are operations normal, partial, or stopped?
- What is the status of the technology environment?

Surroundings

- How widespread is the damage?
- How has the community been affected?

Liability / Reputation

- To what extent is the media involved?

Initial Event Questions Wallet Card (continued)

What is being done?

People

- First-aid being administered?
- Have people been evacuated?
- Where are the injured and/or fatalities?
- Is everyone accounted for?
- Accommodations for arriving family members?
- Media on-site (restrict or accommodate)?

Property

- Damage contained?
- Perimeter secured to protect investigation?
- Is additional security required?

Critical Processes

- Is work site safe for continued operations?
- Should the business day be reduced / halted?
- Should a disaster be declared?

Visitor Safety Instructions

- Safety Rules
- PPEs
(Personal Protection Equip)
- Alarms Plans
- Evacuation Routes
- Assembly Points

Emergency Preparedness and Response

● Corporate

- Emergency Response Teams
 - Employee Involvement
- Roles and Responsibilities
- Drills
 - Practice, Practice, Practice
 - Dos and Don'ts
 - Never Stop Mid-Way



● Employee

- Prepare Family Emergency Kit
 - Assembly Points, Alternate Sites, Vital Records (deeds, utility bills), Medications, Points of Contact, Etc.
 - www.Ready.gov
 - www.RedCross.org

Crisis Management



● Communications

- Roles and Responsibilities
- Timely and Factual
- Two-Way Communications
- Morale



● Tools

- Call Trees / Automated Notifications Systems
- Tri-Folds
 - Key Actions / Notification, Activation, and Escalations
 - Contact List (Key Internal and External Contacts)
 - Directions (Text and Graphic)
 - Crisis Management Org Charts (Field, Regional, Corporate)

Disaster Recovery



- **Current Environment**

- Above Ground . . .
- Below Ground . . .
- Roles and Responsibilities



- **Relocation Logistics**

- Travel (Transportation, Lodging, Etc.)
 - Cost vs. Comfort
- Food
 - On-Site vs. Going Off-Site
- Expenses
 - Corporate Cards / Petty Cash / Purchase Orders
- Work Environment
 - Similar Equipment?
 - Cramped Quarters



- **Shifts**

- Fatigue
- Short and Often



Business Resumption



- **Roles and Responsibilities**

- **Employee Concerns**

- Sr. Management Involvement
- Care and Feeding
- Employee Assistance Programs



- **Relocation**

- Family
 - Child Care
 - Elder Care



- **Telecommuting**

- Equipment
 - Tested?



Conclusion



● Expectations versus Reality

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 - Critical Operations
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Thank You!



Robbie is a manager with KPMG LLP's Southeast Risk Advisory Services practice in the Atlanta, Georgia office. She has more than 23 years of experience in developing and evaluating many aspects of enterprise risk management including Emergency Preparedness and Response, Crisis Management, Disaster Recovery, and Business Continuity for prominent international companies.

In addition, Robbie was a certified American Red Cross Workplace Training instructor as well as a rescue specialist and is a CERT (Community Emergency Response Team) graduate.

Contact Details:

Robbie Atabaigi

KPMG LLP

303 Peachtree Street, NE

Suite 2000

Atlanta, Georgia 30308

404-222-3257

ratabaigi@kpmg.com

www.kpmg.com