



Planning For The Unexpected: Actions in a Crisis

" Know the enemy and know yourself; in a hundred battles you will never be in peril. When you are ignorant of the enemy, but know yourself, your chances of winning or losing are equal. If ignorant both of your enemy and yourself, you are certain in every battle to be in peril." Sun Tzu, "The Art of War"

Crisis plans, like other forms of planning, involve the consideration of future events that can never be fully predicted. However, the intellectual processes involved in developing the plan such as brainstorming contingencies, identifying threats, anticipating difficulties and proposing solutions can lead to a vastly improved understanding of the situation. That can further lead to a common and better understanding of security problems that can facilitate concerted action for the benefit of all.

The outline below is a useful template for a complete crisis plan. However, bear in mind that this is a sample plan only; the specifics of your particular company or organization may preclude the need for certain details and necessitate the inclusion of others. As with everything else in field security, your plans must above all make sense for you in your unique situation.

There are certain elements that are common to all good crisis plans:

- **Overview of the situation and assessment of key contingencies.** Your crisis plan should begin with a summary of the current situation and your assessment of the principal threats that you must plan for. It is in this way that the security plans ties in directly to the security risk assessment process.
- **Updated Identification of key personnel, staff and employee lists,** including work, home and mobile phone numbers, email addresses as well as physical location or addresses.
- **A communications plan,** including radio frequencies in use, call signs, satellite telephone numbers, brevity codes and special procedures applicable in emergency situations.
- **Evacuation plans and procedures.** Strictly speaking, evacuation is one type of contingency. Its importance is such that it should be considered an indispensable part of any crisis plan, however. There are several things that the evacuation plan must address:
 - **The evacuation destination.** A primary evacuation route and destination and at least one alternate should be identified.
 - **Means of evacuation** (i.e., company or privately owned vehicles, chartered aircraft, partnership arrangements, etc). Again, there should ideally be a primary and alternate means established.
 - **Location of Emergency Center.** It should normally be in a well protected location and equipped with supplies including computers, telecommunications equipment, extra food, water and medical supplies.
 - **Concentration point(s).** These are safe areas where senior staff and employees will assemble in preparation for movement to the evacuation point.
 - **Safe points.** The plan may further identify safe points in the city where senior staff and employees are instructed to go in the event of major disturbances such as rioting or attack; they may be the same as concentration points.



- **Medical evacuation (MEDEVAC).** Offices should have a plan for how an injured or sick staff member can be safely and rapidly evacuated. Ideally this should include an agreement in writing with the provider of emergency medical and transportation services.
- **Procedures for other contingencies.** Specific information and actions should be included for the major contingencies identified in the crisis plan; these may include armed attack, violent demonstrations, intruders, fire, natural disasters and others.
- **Maps.** Crisis plans should include appropriate maps of the country or region, showing evacuation routes, and the town or city, showing the location of UN and other critical offices, airports, ports, and hospital facilities among other features. A city map showing the location of staff residences and security warden zones should also be included.

Below is a sample outline of a generic simplified crisis plan that you can use as a tool in creating your own security plan. You will notice that the body of the plan is kept to a bare minimum, with most of the specific details included in annexes.

Template 1: General Crisis Plan Format

I. Introduction

- A. Purpose of the plan
- B. Situation
 1. General description
 2. Identification of principal contingencies of concern

II. Identification of key personnel in the country security system (Designated focal point(s), and host nation law enforcement and first-response emergency points of contact)

III. Emergency and evacuation

- A. Locations of safe haven(s)
- B. Means of movement there (alternate and backup)
- C. Location of Emergency Center (*This may be in a designated room of a local UN run facility, Red Cross or Red Crescent, a local government facility, the office of a partner agency.*)
- D. Location of Concentration Point(s)

Annexes: possible topics include but are not limited to

- A. Crisis Management Team contact list: Name/Off & Home Telephone, Cellular & Fax numbers
- B. Safe haven Points of Contact: Name/Off & Home Telephone, Cellular & Fax numbers
- C. Communications
 1. If radios are in use: frequencies in use (regional and national; HF, VHF, UHF)
 2. Call Sign List and brevity codes
 3. Satellite Telephone Numbers: Designated Official, other Agencies
- D. List of vehicles available for use in crisis
- E. Hostage incident management plan
- F. Safe haven response plan
- G. Medevac plan
- H. Natural Disaster Plan (as required)
- I. Other specific contingency plans (as identified in I.B.2. above)
- J. Sub- or field-office crisis plans (or specific details of plans, as applicable and necessary)
 1. Sub-office A
 2. Sub-office B
- K. Staff Lists: national and international staff
- L. Maps
 1. Country: identify company or organizational offices, airports, ports,



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2. City: identify company or organizational offices, airports, ports, hospitals

Template 2: Example of a generic Security Plan

Security Plan Template

1. OVERVIEW

- 1.1 - Introduction
- 1.2 - Safety and Security Responsibility
- 1.3 - Safety and Security Focal Person
- 1.4 - Safety and Security Committee
- 1.5 - Safety and Security Plan
- 1.6 – Current Threats
- 1.7 – Current Risk Rating
- 1.8 – Safety and Security Planning Assessment

2 - CRISIS MANAGEMENT

- 2.1 - Crisis Management Team
 - 2.1.1 – Training
- 2.2 - Death or Serious Injury of Staff Member
- 2.3 - Staff Member Abduction
- 2.4 - Staff Member Assault
- 2.5 – Staff Member Arrest or Detention
- 2.6 – Vehicle Accident (Death or Serious Injury of Non-Staff Member)
- 2.7 - Evacuation/Relocation/Hibernation
- 2.8 - Medical Evacuation
- 2.9 - Natural Disasters
- 2.10 – Theft, Fraud or Embezzlement (Significant Amounts)
- 2.11 – Continuity of Operations
- 2.12 – Civil Unrest

3 - FACILITIES

- 3.1 - Your Office Facilities
- 3.2 - Facilities Security and Access
 - 3.2.1 - Key Policy
 - 3.2.2 - Staff After Hours Policy
 - 3.2.3 – Visitor Policy
 - 3.2.4 – Changing Locks and Access Codes
 - 3.2.5 - Alarm Systems
- 3.3 – Facilities Safety
 - 3.3.1 - Your Office Evacuation Plan
 - 3.3.2 - Telephone Bomb Threats
- 3.4 - Fire and Electrical Safety
 - 3.4.1 - Fire extinguishers
 - 3.4.2 - Smoke detectors
 - 3.4.3 - Smoking areas
 - 3.4.4 - Space heaters
 - 3.4.5 - Electrical safety
 - 3.4.6 – Fire and Electrical Safety Inspections
- 3.5 - Facility Medical Emergencies
 - 3.5.1 - Response
 - 3.5.2 - First Aid Kits
- 3.6 - Facility Site Selection
- 3.7 - Facility Safety and Security Assessment

4 - TRANSPORTATION

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- 4.1 - Your Office Vehicles
- 4.2 – Vehicle Use Policies
- 4.3 – Passenger Policies
- 4.4 - Seat Belt Policy
- 4.5 – Vehicle Maintenance and Inspection Schedule
- 4.6 – Minimum Vehicle Equipment
- 4.7 – Accident Procedures
- 4.8 – Insurance

5 - COMMUNICATION

- 5.1 - Types of Communication Systems
- 5.2 - Warden System/Phone Tree
- 5.3 – Communications Assessment

6 - INFORMATION

- 6.1 - Information
 - 6.1.1 - Information Classification
 - 6.1.2 - Information Storage
 - 6.1.3 - Information Security
- 6.2 - Incident Reporting
- 6.3 - Computers and Networks
- 6.4 – Information Assessment

7 - PERSONNEL

- 7.1 - Key Staff Contact List
- 7.2 – Safety and Security Briefings
- 7.3 - Staff Health
 - 7.3.1 – Vaccinations
 - 7.3.2 – Insurance/Healthcare
 - 7.3.3 – Flu Pandemic
 - 7.3.4 – Training
 - 7.3.5 – Stress Management
- 7.4 – Staff Safety and Security Training
- 7.5 - Record of Emergency Data (RED)
- 7.6 - Hiring and Termination Policies
- 7.7 - Alcohol and Drug Policy
- 7.8 - Staff Movement
- 7.9 - Visiting Staff or Consultants
- 7.10 - Guards
- 7.11 – Personnel Assessment

Appendix A – Current Threats

Appendix B – Risk Ratings

Appendix C – Evacuation/Relocation/Hibernation Plans

Appendix D – Medical Evacuation Plan

For additional information, products or pricing, contact SOI at bd@strategicopportunities.net