

Port Security Management: Crises and Incident Command

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Key points



Knowing Your Operating Environment is Critical

- Need to understand assets and their criticality
- Informs resilience
- Business Impact analysis is an underappreciated tool



Planning is Key (but the Plan may not be)

- Planning process is crucial as it helps establish approaches and resources
- The plan should NOT be used as a checklist. It won't survive the event unscathed.
- Relationships are crucial. Balance official roles and relationships



The Command and Control Model needs to meet YOUR needs, not others

- There needs to be one at the national or regional level that all parties buy into.
- Informed by governance models, political and national traditions, etc.
- Several well known models but they need to be tailored to your country's needs.

Know the Operating Environment

- Understand your risks.
- Carry out a risk assessment to include:
- Criticality:
 - Asset identification;
 - Criticality to operations;
 - Business Impact Analysis.
- Threats and Hazards:
 - Threats – Intentional human acts;
 - Hazards – Accidents and natural disasters;
 - Assessed differently.
- Vulnerability:
 - How easily can assets be affected by the threats and hazards?
 - Examples: Storms, hazardous materials, sabotage, climate change.
- **Risk Register – Document risks and priorities – revisit and revise regularly.**



Risk Components



Planning

“Planning is everything, the plan is nothing” – Dwight D. Eisenhower

“No plan survives first contact with the enemy” – Helmut Von Moltke (the Elder)

- Fog and Friction - Clausewitz

Paradoxically, developing and exercising plans is crucial to successful crisis and emergency management.

- Why?
- The value of the planning process:
 - Relationships (personal and organizational);
 - Understanding collective and organizational roles and responsibilities;
 - Understand capabilities and limitations;
 - Available human and equipment resources;
 - Political and bureaucratic issues that can affect response.
 - What else?

Planning

A good plan:

- Provides a command-and-control structure;
- Provides a framework for decision-making and action;
- Provides a process for operational coordination;
- Provides an overview of roles and responsibilities (at a high level);
- Addresses legal requirements or limitations;
- Describes communications procedures; and
- Describes logistical resources.
- What else?
- Appendices can be more detailed and may include some checklists and guides – Examples?

A plan should NOT:

- Be used solely as a checklist;
- So prescriptive that decision-makers can't adjust for conditions on the ground; and
- Be untested.

Planning

Training and exercising:

- Plans and the planning process must be familiar to the key stakeholders. The best way to do this is through training and exercising:
 - Train to the plan and the relevant roles and responsibilities;
 - The overarching plan intent and framework should be familiar to key leadership and others;
 - All persons who could be expected to be in a response should have some awareness of the plan and its contents;
 - Different levels of training for different roles and positions.
 - Exercise the plan to both test its validity as well as ensure familiarization:
 - Exercise and drill incrementally (crawl, walk, run) or TTX, CPX, FTX;
 - Test portions of the plan before testing the whole plan;
 - Capture lessons identified. They don't become lessons learned until they are incorporated into the plan and associated training and exercising.

Command and Control

There are several nationally or internationally accepted models. Some of the most prevalent are:

- Incident Command System (US, Canada, Australia, NZ, others):
- GOC (standing for Gestion Opérationnelle et Commandement) (France).
- Coordinated Regional Incident-Management Procedure (Netherlands).
- Gold Silver Bronze (United Kingdom).
- NATO/military (S-2, S-3, etc.)

All of the above have similar approaches and work for their purposes. With a little analysis, they can be coordinated in the event there are different systems being used.

The key is to make the selected system meet YOUR political, social, and organizational needs. Each country and organization has unique issues that may require a tailored system but there are common features:

- Fits YOUR national context;
- Flexibility to grow or contract as needed;
- Ability to push decision-making and command and control to those agencies/persons that have the most relevant authorities and expertise (including a Unified Command approach, where appropriate); and
- Promotes collaboration.

Thank You!