



DISASTER RISK MANAGEMENT BEST PRACTICES

KINGSTON WHARVES LIMITED | MAY 9 2023

Boundaryless Possibilities...

Introduction

What is a Disaster?

An event which results in serious and rapid disruption of routine operations or functionality of a community or society which can cause widespread human, material, economic or environmental loss.

In relation to an organization, a disaster can result in damage to the business structure, its reputation or image. In order to ensure business continuity, it is imperative for organizations to prioritize Disaster Risk Management.

What is Disaster Risk Management?

Disaster risk management is the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses. (Def. UNDRP)

Disaster Risk Management Best Practice

There are five (5) components of Disaster Risk Management that we will look at:

- ❖ Risk Assessment
 - ✓ Risk Identification
 - ✓ Risk Analysis
 - ✓ Prioritization
- ❖ Mitigation
- ❖ Preparedness
- ❖ Response
- ❖ Recovery

DISASTER RISK ASSESSMENT

- ▶ In order to have a good disaster management plan, a proper disaster risk assessment of the organization must be done.
- ▶ This provides the organization with the knowledge for proper investment in disaster risk reduction and improvement strategies that suits its needs.
- ▶ Key aspect of risk assessment is having a risk assessment matrix in order to analyze potential consequences that can affect operations and the severity and likelihood of these impacts.

RISK ASSESSMENT PROCESS

Identification of Critical Resource that can be affected

These are resources that impact the business operations and its ability to recover after a disaster.

Critical resources include:

- People, Physical (Equipment, infrastructure, inventory etc)
- Financial, Intellectual (data etc)



Potential Hazard Identification

These can be identified by analyzing the losses of past disasters

These include:

Earthquake, Hurricane, Flooding
Fire/Explosion, Civil Unrest,
Pandemic, Oil Spill etc.



Risk Analysis

Three main things to consider when analyzing risk

- a) Consequence to each critical resource
- b) Severity of the impact event
- c) Likelihood of occurrence

Prioritizing and mitigation

Having identified effects on the critical resource the risk event then would be prioritized based on severity and likelihood. The mitigating actions would then be developed. These include:

- ✓ Business Continuity Plan
- ✓ Emergency Response Plan
- ✓ Crisis Management Plan et



EXAMPLE OF A RISK ANALYSIS TEMPLATE

RISK ASSESSMENT MATRIX									
SEVERITY	CONSEQUENCES				INCREASING LIKELIHOOD				
	PHYSICAL	INTELLECTUAL	HUMAN	FINANCIAL	1	2	3	4	5
					Never happened	Heard of it happening to other organizations	Has happened to my organization at least one time in the past	Has happened to my organization more than once	Has happened to my organization more than once per year
1	No damage	No effect	No effect	No effect	Continuously monitor and make improvements as needed				
2	Minor damage	Minor effect	Minor effect	Minor effect					
3	Moderate damage	Moderate effect	Moderate effect	Moderate effect			Mitigate impact to as reasonably possible		
4	Major damage	Major effect	Major effect	Major effect					
5	Destroyed	Massive effect	Massive effect	Massive effect				Identify and enact critical changes needed to protect and maintain operations	

EXAMPLE RISK PRIORITIZATION MATRIX

SEVERITY

LIKELIHOOD

	1	2	3	4	5
5	Yellow	Orange	Orange	Red	Red
4	Yellow	Yellow	Orange	Red	Red
3	Green	Yellow	Orange	Orange	Red
2	Green	Green	Yellow	Orange	Orange
1	Green	Green	Green	Yellow	Yellow

DISASTER MANAGEMENT PHASES



KEY ELEMENTS OF A BUSINESS CONTINUITY PLAN (BCP)



- The BCP should be reviewed regularly, and changes should be made as needed.
- BCP should include a plan for maintaining access to critical systems in the event of an interruption
- The BCP should include a list of backup locations and contact information for them.
- BCP should include a communication plan that outlines who will be responsible for communicating with different groups of people.
- Should be conducted regularly and should be adapted to reflect changes in the organization.
- Members of the business recovery team should be trained in their roles and responsibilities
- Responsible for implementing the business continuity plan. The team should be made up of key personnel from all departments of the organization.
- Outlines the steps that is to be taken to keep the organization running in the event of an interruption.
- Assess the risks that could potentially disrupt those processes
- Identifying and assessing the potential impact of an interruption to critical business operations.

Disaster Risk Management at Kingston Wharves Limited (KWL)



OVERVIEW OF KINGSTON WHARVES LIMITED (KWL) OPERATIONS

- ▶ KWL is the Caribbean leading multipurpose Port Terminal and provider of Logistics Services.
- ▶ Operates nine deep water berths
- ▶ This represents 1 655 meters of continuous quay on the Port of Kingston.
- ▶ Over 360,000 square feet of warehouse space in the Newport West area.

As a multi-purpose port terminal KWL handles:

- Containerized cargo
- Bulk
- Liquid Bulk
- Break Bulk
- Motor Vehicles
- Also a leading motor vehicle hub and multi-cargo transshipment terminal providing connection to over 45 regional and global destinations.

IMPLICATIONS OF PORT DISTRUPTIONS

As a Port Terminal, our main objectives are accessibility of our facility to vessels as well as the efficient loading and unloading of cargo for both importation and exportation.

Disruptions due to a disaster can cause:

- Delay in the delivery of critical goods for the country which have significant impact on the nation. E.g. Health care, Food, oil, machinery, construction material etc.
- Transshipment cargo not reaching its destination on time. This can disrupt the overall logistics chain as well as have a negative impact on the reputation of the port for future business.

KWL RESPONSE TO COVID-19 PANDEMIC



- ▶ Some companies in Jamaica began focusing on Business Continuity as it relates to a pandemic since the Chikungunya outbreak in Jamaica in 2014.
- ▶ This was due to the disruption in business activity from the loss in man hours as a lot of workers were ill at the same time.
- ▶ Companies like KWL would have been able to develop the 'Incident Response And Restoration Of Service Plan – Infections Diseases'
- ▶ This focused on mitigating the effects of the COVID-19 pandemic on the operation of the facility.

KWL RESPONSE TO COVID-19 PANDEMIC

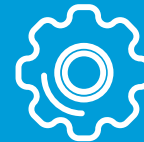
RECOVERY

- Positive employees reintroduced into workplace after negative result.
- Procedure is revised based on lessons learned during the occurrence of the pandemic



MITIGATION

- Installation of additional hand sanitizing station
- Utilization of temperature monitoring devices
- Frequent sanitizing of work stations
- Mandatory use of respiratory protection
- Temporary removal of high touch services
- Promotion of vaccination



RESPONSE

- Formation of 2 teams (A&B) to work alternate days /shift during the week.
- Quarantine of members of a team if one team member tested positive until their results are negative
- Contact tracing of any employee who tested positive.
- Limited contact between stevedores and crew members
- Sanitization of location once there is a positive case.
- Positive employees will only be allowed to return to work after a negative test result
- Constant communication with staff



PREPAREDNESS

- Development of the *Incident Response And Restoration Of Service Plan – Infections Diseases'*
- Communication channel with the MOH
- Identification of staff who are required to be at work and those who can work from home.
- Ensure proper resources are in place for persons required to work from home.
- Adequate resources in-place for security
- Cross training of employees
- Have alternate office & dining locations



THANK YOU

BIBLIOGRAPHY

- ▶ UNDRR- United Nations Office for Disaster Risk Reduction
- ▶ Global Disaster Preparedness Center