WGG Offshore Academy
MANAGE A CRISIS
(Advanced Diploma Level 5 in Incident Response Management & Recovery)

Unit Descriptor
This unit covers the competency to participate as a crisis management team member and manage the organisation through a crisis. It applies to a person who would typically be a manager/senior manage for the organisation.

Employability Skills Application of the Unit
In a typical scenario a person would establish and manage the implementation of crisis management and intervention strategies which can be used to reduce the risk to the organisations personnel, other responders, commercial, reputation and contractual assets during incidents. A crisis is defined as an incident of a magnitude that affects the integrity and effectiveness of the organisation or is liable to cause a significant problem to the business.
Key aspects of the competence include:
- Minimising escalation of the crisis
- Establishing contingency plans for dealing with the crisis
- Sourcing and managing of resources required
- Manage communication within and outside the organisation
- Optimise the organisational response to minimise impact of the crisis

The individual may:
- Ensure that organisational response is appropriate
- Use communication skills to deal with stakeholders

Generally, the person would be in control of personnel during an incident. At all times they would be liaising and cooperating with other members of the management, other teams and possibly external organisations

Performance Criteria
The following modules and elements will be delivered:

Module 1 Define the Crisis
Element 1.1 assess crisis and probable implications
Element 1.2 identify and monitor secondary threats to situation
Element 1.3 assess and evaluate data to determine process/system status
Element 1.4 receive, collate and assess external information
Element 1.5 Identify probable cause of crisis from available information and resources
Element 1.6 identify, allocate and confirm roles of personnel in the crisis management process

Module 2 Establish Contingency Plans
Element 2.1 identify appropriate contingency plans for the organisation
Element 2.2 identify additional resources required
Element 2.3   coordinate the development of alternative contingency plans to cater for variations in the crisis

Module 3 Establish Communications
Element 3.1 activate communication systems
Element 3.2 establish communication with appropriate stakeholders including customers and suppliers

Element 3.3	activate reporting processes and ensure continuous monitoring and evaluation of incident
Element 3.4	establish/activate command and control facilities

Module 4   Assess the Crisis

Element 4.1	conduct a risk assessment of all factors impacting upon the response
Element 4.2	conduct an initial assessment of resources required
Element 4.3	identify constraints which may impede the response
Element 4.4	identify and assess initial response options

Module 5   Implement Crisis Management Plan

Element 5.1	identify appropriate crisis management plan (s) including contingency plans if required
Element 5.2	manage response in accordance with plan and available personnel/equipment
Element 5.3	prioritise responses taking into account needs of stake holders
Element 5.4	modify plan and deploy additional resources as required
Element 5.5	monitor evaluate and adjust restoration strategies as required

Module 6   Document and Review Crisis and Response

Element 6.1	ensure recording occurs in a timely manner
Element 6.2	record and analyse feedback from stakeholders/witnesses
Element 6.3	identify and record root cause/cause tree of crisis
Element 6.4	generate and distribute required reports and findings to appropriate personnel

Module 7   Manage Post Crisis Operations

Element 7.1	account for and demobilise resources
Element 5.2	initiate post incident recovery
Element 7.3	evaluate and document effectiveness of operations
Element 7.4	debrief all relevant people
Element 7.5	recommend improvements to the crisis management process

Critical Aspects for Assessment & Evidence required to Demonstrate Competency in this unit

Competency must be demonstrated in the ability to recognize and analyse potential situations requiring action and then in implementing appropriate responsive action. The emphasis should be on the ability to deal effectively with the incident or to contribute effectively to the recovery from the incident.

- The crisis is assessed adequately
- The appropriate crisis management plan is implemented
- Contingency planning is practiced
- Obtaining and recording of relevant information is adequate
- Post crisis recovery is initiated
- The crisis is critically analysed to improve future performance

These assessment activities should include a range of problems, including new, unusual and improbable situations which may have been generated from past workplace incident history, incidents in similar workplaces around the world, hazard analysis activities and/or similar sources.

Required Skills & Knowledge

This describes the essential skills and knowledge and their level, required for this unit.
Competency includes the ability to isolate the causes of problems within the incident
Response system and to be able to distinguish between causes of problems indicated by:
- Inappropriate or lack of contingency planning
- Lack of commitment by the organisation to training and incident response exercises
- Deviations from standard operating procedures or incident response plans
- Loss of personnel in either practices or incidents

Competence includes an understanding of the organisations crisis management procedures to the level needed to manage the response and recognise the resolve problems.
In particular it includes knowledge of:
- Crisis management plans
- Crisis management principles
- Contingency planning

- Hazards (physical, regulatory and business) arising rom typical crises
- Stock market and shareholder reactions
- Regulatory agency obligations and expectations
- Media response policies, practices and procedures
- Welfare obligations and responses

Duration, Timings & Numbers

The optimum "contact time" for this training is seen as 26 hours. Approximately 35% of the course will be classroom-based, including pre scenario briefings, and 65% is spent on running the scenarios and debriefing.

The total contact time per day will not exceed 8 hours. The total training day will not exceed 10 hours.
The maximum number of delegates per MAC training programme is six (6).

The Course Format

Following a day of classroom study, the delegates enter a command centre simulator in which they will each experience, at least twice, the role of Incident Responder, in the conduct of realistic scenarios.

Table-top discussions of some of the generic emergency scenarios will prepare the delegates for the exercises; in other cases, they are given an emergency scenario without any prior knowledge.

A post-exercise debrief will be held where an appraiser will comment on the strengths and weaknesses of the individual and the team performance.