



# Building organisational resilience within Critical Infrastructure

## EMERGENCY AND CRISIS MANAGEMENT CAPABILITY DEVELOPMENT PROGRAMS

For the Board, Executives and Response teams

*“Building the capacity and capability to effectively respond to a range of strategic, operational, financial and environmental hazards and threats.”*

**Janellis**  
[www.janellis.com.au](http://www.janellis.com.au)

## OUR APPROACH

As recognised leaders in emergency and crisis management Janellis have a proven process to help businesses, government and institutions build their capability to respond to a range of potential hazards and risks that may impact them.

Our niche expertise is in developing capability in the areas of resilience, crisis management, emergency management and business continuity, particularly at the Executive level.

We use scenario-based exercises or hypothetical to train the Executives and Emergency Management Teams. **This approach allows for an experiential-style learning opportunity for all involved.**

The hypothetical approach draws in the discussions whilst keeping the team within their comfort zone, highlighting vulnerabilities and creating learning opportunities. A facilitated session such as this would include a 'stop and pause' element that maximises the emergency management training experience for all involved.

Key activities to support the hypothetical and build the emergency or crisis management capability include:

- Review of existing plans and processes
- Meetings with key stakeholders to understand current capability and risks
- Recommendations on emergency management tools to be included
- Review and recommendations regarding current business continuity plans
- Design and development of emergency management training activity
- Recommendations on team training activities.

Our Approach usually entail two phases:

- PHASE 1 - **Stakeholder Engagement**
- PHASE 2 - **Capability Development**

This document outlines our approach and information on Janellis, our clients, our consulting expertise and recent projects.



## PHASE 1 – Stakeholder Engagement and Discovery

During this phase we review existing crisis and emergency management planning and response documentation and we provide an evaluation and assessment of their usability. We will review this information against a framework of 'better practice' to both identify and determine the vulnerability that these gaps may present.

At this stage we will also meet with the key stakeholders who will provide further insight into the current capability, expectations and potential gaps.

This phase will result in 'improvement' recommendations and access to established emergency and crisis management tools that may assist executives and response teams.

Our emergency and crisis management tools are designed for 'all hazards' and can be used by Executive Teams and the emergency response teams to accelerate their capability development

## PHASE 2 – Capability Development

Based on the information provided during the initial discovery phase we will then design the hypothetical, workshop, training or exercise activity.

The Janellis Exercise Development process provides rigor to capability development requirements and takes into account current capabilities, current risk profile and any constraints that may exist.

The exercise design and development process is a four step process including:

- Step 1: Exercise Scoping
- Step 2: Exercise Development
- Step 3: Exercise Facilitation
- Step 4: Report and Recommendations

The Executive Workshops, Hypotheticals, Simulations and Field Exercises are designed to build capability and extend executive confidence, providing assurance that the response teams are able to respond in a coordinated way to a range of potential disruptions.





## EXERCISE STYLES

The style of experiential activity will depend on the unique requirements of your organisation and the desired outcomes. It may be appropriate to conduct a series of exercises to build capability; starting with simple, discussion style exercises and progressing up to more complex, deployment style exercises.

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### Hypotheticals

A hypothetical is a style of discussion exercise where problems are posed by a facilitator and considered by a panel of individuals 'on their feet'. The facilitator keeps the activity moving by asking probing questions and introducing unexpected events as the scenario unfolds.

Hypotheticals are often conducted in front of an audience of emergency managers and other stakeholders, and require careful preparation and a relatively longer lead-time than other discussion exercises.

Hypotheticals are a particularly effective way to build a shared understanding of different approaches to problems. They are also useful for simulating operational stress by requiring participants to analyse complex problems and develop appropriate responses in real time.

This exercise type may be useful:

- when you intend to give little or no prior notice of problems to be resolved
- to share resource and procedural information
- to make a presentation to an audience
- to assess a decision maker's ability to 'think on their feet'
- if you seek to create a degree of operational stress.



## Workshops

Workshops differ from other discussion exercises, in that the focus is on collaboration and engagement with key stakeholders in the development of organisational resilience plans, guidelines or tools.

Workshops can be employed as part of a series of activities to help shape and agree solutions to enhance operational capability and capacity. These styles of scenario-based activities are usually conducted with key decision-makers at a managerial or executive level.

To be effective, workshops must be highly focused on a specific issue, and the desired objectives must be clearly defined.

Janellis have been running Executive Workshops with organisations in high risk industries or environments around the world for over 10 years.

Examples of workshop styles:

- Training multiple response teams on the use of decision-support tools
- Developing a global crisis management capability for CEOs in every region
- Developing an emergency management Health Check tool for government
- Developing an organisational resilience framework and roadmap.



## Simulations

Simulations (also called Functional Exercises) are closely related to discussion exercises (Hypotheticals and Workshops), but normally take place in an operational environment and require participants to actually perform the functions of their roles.

They are designed to test or practise a particular function; for example, managing an incident or emergency from within an emergency operations centre. Functions within the environment are conducted as if a real event were happening outside.

Simulations are normally run in real time.

Scenario information is fed to participants in a manner similar to the way they would receive it 'in the real world', be that via phone, email or web-based incident management systems.

The input of scenario information is managed by the Exercise Control Team (EXCON), under the direction of the exercise controller, in accordance with the order and timeframe detailed in the master schedule of events list (MSEL). Participants' performance is monitored by exercise facilitators and the tempo of the exercise can be increased or decreased by regulating the flow of exercise inputs.

The aim and objectives of the exercise will determine the amount of interaction the facilitators have with exercise participants. This exercise type may be useful:

- to practise, develop or assess procedures within a command centre or room
- to practise, develop or assess decision-making skills within a command centre
- to assess the interaction of the command centre with field teams and others
- where there is no need to activate resources external to the command centre.



## Field Exercises

Field exercises involve deployment of personnel to a simulated incident or emergency. These exercises may involve elements of functional exercises and often test control arrangements as well as 'on the ground' skills.

A major field exercise often follows a series of discussion or functional exercises; or they can take the form of a demonstration, drill or full-scale deployment.

These more complex exercises are an effective way to simulate the likely events and occurrences in emergencies that rarely occur, but for which responders need to be prepared. In some circumstances, they are the only chance for responders to apply some of their skills or work with other agencies in a realistic setting.

This exercise type may be useful:

- to practise, develop or assess the competencies of on-ground personnel
- to evaluate the effectiveness of inter-agency coordination and cooperation
- to evaluate the activation of an emergency plan
- to consolidate a progressive exercise program
- if your objectives require deployment of field personnel.

## JANELLIS EXPERIENCE

For over seventeen years, Janellis have been working with a diverse range of organisations and government agencies to help execute their strategy and build resilience. We are recognised as leaders in the areas of resilience, crisis and emergency management for a number of reasons:

- **Our teams of experts have** many years of consulting expertise as well as operational experience in incident, emergency and crisis management at the most senior levels.  
We have expertise and processes in the areas of stakeholder engagement, change management and transformation which are often drawn upon for these types of projects.
- **We work with Emergency Management Teams and Executive Leaders** nationally and internationally in building their capability to effectively respond to a range of strategic, environmental, financial and operational disruptions.
- **Our emergency and crisis management tools** have been embedded into organisations in different regions around the world and are used at the incident, emergency and crisis level.
- **Our exercise development process** has been used to design a broad range of multi-agency and multi-organisational exercises, workshops, scenarios, hypotheticals. The process is a robust and effective technique to build alignment across regions and between teams. The process also allows us to measure capability.
- **We have very specific subject matter expertise in location-specific emergencies** such as CBDs and ensuring organisations are prepared. We have developed and launched with NSW Police and other agencies [www.cbdresponse.com.au](http://www.cbdresponse.com.au), an online digital resource that contains emergency management information for business leaders, property managers, risk and audit professionals and response teams who are working for organisations operating in the Sydney and North Sydney CBD.
- **We are State and National Winners of the Australian Resilient Community Awards** - an award that recognises 'innovation and better practice' in the area of Emergency Management.
- **We developed 'Convergence – a National Emergency Summit'** - a critical initiative that facilitated alignment and integration between business, government and critical infrastructure providers with regards to emergency planning including the 'CBD Emergency Management Guidelines for Business'.
- **We are a Global Platform Partner** for the [www.100resilientcities.org](http://www.100resilientcities.org) who assist cities around the world become more resilient to the physical, social, and economic challenges. Janellis provide member cities with access to our incident, emergency and crisis management tools and expertise.



## JANELLIS CLIENTS

Many of our clients operate in high-risk industries and have a large number of key external stakeholders and regulators and significant community and political expectations. Our work covers all industries including educational institutions, emergency management agencies and private and public enterprises.

Some of the leading organisations and government entities we work with include:

**Airservices Australia; Sydney Water; Hunter Water; Snowy Hydro Limited; Commonwealth Bank of Australia; Fire & Rescue NSW; Leighton Holdings Group; Lend Lease Group; NEHTA; NSW Health; NSW State Emergency Service; Qantas; REST Industry Superannuation; Roads and Maritime Services; SEQwater; Snowy Hydro Ltd; State Super Financial Services; Sydney Coastal Councils Group; Sydney Trains; Transurban; Vodafone Hutchinson; Water NSW; Westpac Group.**

## JANELLIS TOOLS

Our suite of crisis management 'decision making' and 'business impact' tools that have been embedded in a diverse range of organisations around the world.

These tools can be easily customised and our expert facilitators will use the tools during exercises and training to build crisis management capability by developing critical thinking, both individually and as a group.

The key tools include:

- Incident and Emergency Classification
- Decision Support Tool / Critical Thinking Guide
- Situational awareness/ briefing template
- Incident Action Plan
- Debrief template

We also recommend the use of a Capability Health Check tool for on-going reviews of capability across the various parts of your business.

These tools can be provided in a Handbook that provides consistency and clarity where a 'significant and coordinated' response is required involving a number of teams or regions. They may also be provided on a digital platform and available on any mobile device.

## JANELLIS EXPERTISE

Janellis consultants have a diverse range of skills and experience across the spectrum of emergency and crisis management and all have experience in working with complex organisations.

Profiles of our consultants can be made available on request.

## WHAT YOU CAN DO NEXT

Please do not hesitate to contact either Steve Pearce, Hayley Parker or Natalie Botha for further information or clarification on our Emergency and Crisis Management Capability Workshops for Critical Infrastructure.

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