

Employee and Family Preparedness in the Resilient Organization

Breakout Session

2009 Emergency Management Higher Education Conference

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Agenda

1. Review of Previous Research
2. Current DHS Preparedness Guidance and Employees and Families
3. 2009 NPS CHDS Alumni Survey Results
4. Future Research – How do we mitigate the problems with responder and family preparedness that have been identified?

Research: First Responder Ability and Willingness to Report

- Three CHDS Thesis Studies
 - Nancy Demme (0503/0504) - Police Officers – National Capital Region
 - Shelley Schechter (0503/0504) - Medical Reserve Corps Volunteers - Nassau County, NY
 - John Delaney (0603/0604) - Firefighters – National Capital Region

CHDS Studies

- *Medical Reserve Corps Volunteers' Ability and Willingness to Report to Work for the Department of Health during Catastrophic Disasters* (Schechter)

Study revealed that that one of the most significant barriers to the fulfillment of job requirements during a disaster is family responsibilities.

CHDS Studies

- *Government Expectations and the Role of Law Enforcement in a Biological Incident*
(Demme)

Study revealed that family preparedness and safety were the determinant factors in the ability and willingness of police officers to report for assignment in a biological incident.

CHDS Studies

- *Firefighters' Ability and Willingness to Participate in a Pandemic (Delaney)*

The “principal variables affecting fire fighters’ ability to participate in a pandemic centers around family.”

Other Studies

- *Health Care Workers' Ability and Willingness to Report to Duty during Catastrophic Disaster* (Qureshi, 2005)

Study of healthcare workers at 47 hospitals in New York City revealed that family issues impacted both the willingness (concern for family) and the ability (childcare, eldercare, and pet care) of hospital workers to report for duty.

Other Studies

- *The Willingness of U.S. Emergency Medical Technicians to Respond to Terrorist Incidents* (DiMaggio et al., 2005)

A national study of Emergency Medical Technicians (EMT) revealed that “concern for family (44.3%) led the list of reasons respondents would not be willing to respond to a major bioterrorist, chemical, or nuclear disaster.”

Other Studies

- Philadelphia Police Departmental Level Study (Nestel 0403/0404) - Unpublished

National Planning Scenarios

59% - 66% of the officer that stated they would refuse to adhere to an emergency recall or would consider abandoning their position if on duty during an attack stated that their decision was based on concern for their family's safety.

What do these studies mean?

**Is our organizational preparedness
focus the same as the responders
we are counting on to be there?**

DHS Preparedness Guidance and Responder and Family Preparedness

- Capabilities-Based Planning (Scenarios, UTL, TCL)

TCL and Individual and Family Preparedness

Capability	Outcome
Community Preparedness and Participation	There is a structure and a process for ongoing collaboration between government and nongovernmental resources at all levels; volunteers and nongovernmental resources are incorporated in plans and exercises; the public is educated and trained in the four mission areas of preparedness; citizens participate in volunteer programs and provide surge capacity support; nongovernmental resources are managed effectively in disasters; and there is a process to evaluate progress.
Responder Safety and Health	No illnesses or injury to any first responder, first receiver, medical facility staff member, or other skilled support personnel as a result of preventable exposure to secondary trauma, chemical/radiological release, infectious disease, or physical and emotional stress after the initial incident or during decontamination and incident follow-up.
Mass Care (Sheltering, Feeding, and Related Services)	Mass care services, including sheltering, feeding, and bulk distribution, are rapidly provided for the population and companion animals within the affected area

Responder and Family Capability?

Capability Elements	
Personnel	Paid and volunteer staff who meet relevant qualification and certification standards necessary to perform assigned missions and tasks.
Planning	Collection and analysis of intelligence and information, and development of policies, plans, procedures, mutual aid agreements, strategies, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.
Organization and Leadership	Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.
Equipment and Systems	Major items of equipment, supplies, facilities, and systems that comply with relevant standards necessary to perform assigned missions and tasks.
Training	Content and methods of delivery that comply with relevant training standards necessary to perform assigned missions and tasks.
Exercises, Evaluations, and Corrective Actions	Exercises, self-assessments, peer-assessments, outside review, compliance monitoring, and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.
NOTE: Elements of capability are consistent with NIMS	

Employee and Family Preparedness: CHDS Alumni Survey

- The survey was made available to 325 CHDS alumni, current students and executive leadership program participants.
- 97 participated in the survey
- +/- 8% margin of error
- 90% confidence level

Employee and Family Preparedness: CHDS Alumni Survey

- 38 questions focused on 4 core areas
 1. Participant and Organization Demographics
 2. General Organizational Emergency Preparedness
 3. The Organization and Employee and Family Emergency Preparedness
 4. The Role of the Employer in Employee and Family Emergency Preparedness

PARTICIPANT AND ORGANIZATION DEMOGRAPHICS

- **Senior management**
- Emergency management, homeland security, law enforcement, military, fire, public health and medical
- federal (32.6%), state (24.2%) and local (29.5%)

PARTICIPANT AND ORGANIZATION DEMOGRAPHICS

- 5000 or more employees
- Jurisdiction of 750,001 or more
- Three or more disaster declarations in the past 5 years

ORGANIZATIONS AND EMPLOYEE AND FAMILY EMERGENCY PREPAREDNESS

- 46.8% of organizations have written plans or policies in place to support employees only (food, shelter) during large scale disaster operations.
- 29.2% of organizations have written plans or policies in place to support employee families (food, shelter) during a large scale disaster.
- 29.1% of organizations provide training and education for employee and family preparedness.
- Of those that do offer family emergency preparedness training, 85.3% report that participation is voluntary.
- 70.3% of the organizations do not offer opportunities for employee or family members to attend emergency preparedness training or education events hosted by the organization.

THE EMPLOYER ROLE IN EMPLOYEE AND FAMILY EMERGENCY PREPAREDNESS

- 97% agreed that employee and family preparedness is an essential element to organizational resilience during large scale emergencies.

THE EMPLOYER ROLE IN EMPLOYEE AND FAMILY EMERGENCY PREPAREDNESS

- 1.2% agreed that employer has no obligation to employees and families in their personal preparedness.
- 52.9% agreed the employer should encourage employee preparedness by providing the opportunity for education and training in personal and family preparedness.
- 20.0% agreed that the employer should require employee preparedness by providing mandatory education and training in personal and family preparedness.
- 25.9% agreed that the employer should provide mandatory education and training to employees, and encourage family and personal preparedness through inclusion in performance evaluations or incentives.

THE EMPLOYER ROLE IN EMPLOYEE AND FAMILY EMERGENCY PREPAREDNESS

- 3.3% reported that the employer has no additional responsibilities to essential employees and their families during the response phase to large-scale emergencies.
- 22.4% reported the employer responsibility ends at encouraging preparedness and providing pre-emergency training and resources for personal and family preparedness.
- 22.4% reported the employer should be prepared to assume some responsibility for the care of essential employees only during large scale emergency response and recovery operations to include provision of food and shelter.
- 52.9% reported the employer should be prepared to assume some responsibility for the care of essential employees and their families during large scale response and recovery operations to include provision of food and shelter.

SURVEY CONCLUSIONS

The key takeaway from the survey is that homeland security leaders generally recognize that employee and family preparedness is an essential element to organizational resilience during large scale emergencies (97%) and a majority (52.9%) report that the organization should be prepared to assume some responsibility for the care of essential employees and their families. According to survey data there is a fundamental disconnect between problem recognition by homeland security leaders and organizational activities as only 29% of participants reported their organizations had conducted training in or had written plans to support employees and families during disaster.

SURVEY CONCLUSIONS

The data also reveals an interesting paradox in how to address the issue. The majority (52.9%) reported that the employer responsibility ends at encouraging employee preparedness by providing the opportunity for education and training in personal and family preparedness. If as the survey data suggests and employee and family preparedness is central to organizational capability and preparedness, can organizations afford to simply encourage?

Employee and Family Preparedness: Recommendations

- *Medical Reserve Corps Volunteers' Ability and Willingness to Report to Work for the Department of Health during Catastrophic Disasters* (Schechter)
- Related Recommendations
 - Support service programs for MRC member families must be developed and include planning for sheltering, “at-home” support for dependents and pets and a plan for provision of protective measures for the families of volunteers. A best practice for MRC organizations would be a program within the organization that provides the supportive care necessary to enable the member to report to work
 - “Responders First” model ensures that caring for the responder’s resource needs is the first priority of the organization and primary to the ability of the MRC member to perform any other community work.
 - Training and Exercise

Employee and Family Preparedness: Recommendations

- *Government Expectations and the Role of Law Enforcement in a Biological Incident* (Demme)
- Related Recommendations
 - Family Support Unit – Police officers with non-essential duties form core of unit that focuses on police officer's families.
 - Shelter for police officers that do not want to go home for fear of spreading illness to families.
 - Engage families in “town meetings” to discuss expectations and the preparedness and planning process.
 - Specific exercises, training, and PPE

Employee and Family Preparedness: Recommendations

- *Firefighters' Ability and Willingness to Participate in a Pandemic* (Delaney)
- Related Recommendations
 - Involving families early in planning a response, educating the entire family, and encouraging families to develop a sheltering plan and stockpile supplies to minimize the necessity of going within the community during a pandemic (and thereby decreasing their exposure risk) will help to alleviate fire fighters' concerns for their families' wellbeing.
 - development of a support network within the fire departments similar to the military's force protection strategy. Spouses of deployed soldiers lead family readiness groups to support and care for families who remain home.
 - Specific training

Other Studies

- Philadelphia Police Departmental Level Study (Nestel) - Unpublished

Each scenario had a very high percentage (between 72 and 81%) of officers that felt the establishment of shelters for police officers' families would encourage them to participate in the disaster/attack response.

NOPD: Hurricane Katrina Employee Preparedness Lessons Learned?

- There are a number of contributing factors identified in the various official reports that led to the collapse of NOPD, among these was the fact that “missing police officers led to a law enforcement manpower shortage.”^[i] Although a percentage of officers were derelict in their duties, the vast majority either became victims themselves or were unable to report because of storm related personal crises. The U.S. Senate report on Hurricane Katrina estimates that 5% of the NOPD force were stranded at home.^[ii] Overall the NOPD suffered from “the failure of a tenth of its force to report for duty...”^[iii]

^[i] U.S House of Representatives, Select Bi-Partisan Committee to Investigate the Preparation for and the Response to Hurricane Katrina, *A Failure of Initiative: Final Report of the Select Bi-Partisan Committee to Investigate the Preparation for and the Response to Hurricane Katrina* (Washington, D.C.: GPO, 2006), 246.

^[ii] U.S. Senate, Committee on Homeland Security and Governmental Affairs, *Hurricane Katrina: A Nation Still Unprepared* (Washington, D.C.: GPO, 2006), 23.

^[iii] *Ibid*, 440.

NOPD: 2008 Hurricane Season

- In preparation for Hurricane Gustav, which was originally projected for a Katrina style direct hit on New Orleans, the NOPD gave employees paid time off to prepare and evacuate their families before reporting for duty.^[i] Thankfully for New Orleans, but unfortunately for research on the effectiveness of the strategy, Hurricane Gustav gave only a glancing blow to New Orleans.

^[i] Cable News Network, “City works to keep officers’ families safe, officers in town,”

<http://www.cnn.com/2008/CRIME/09/01/gustav.nola.police.ap/index.htm>, accessed 21 December 2008.

Consolidated Recommendations

- Early Family Involvement in Preparedness Efforts (Delaney, Demme)
- Family Support network/program/ or dedicated staff (Delaney, Demme, Schechter)
- Dedicated responder/ family shelters (Demme, Qureshi, Schechter)
- Specific Training and Exercise (All)
- Paid time off to prepare families (NOPD example) (known event)
- Personal Protective Equipment (Demme)

Discussion?